DEVELOPING A CONCEPTUAL FRAMEWORK AND BUILDING BLOCKS FOR REGIONAL COLLABORATION IN PERFORMANCE-BASED TRANSPORTATION PLANNING

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DEVELOPING A CONCEPTUAL FRAMEWORK AND BUILDING BLOCKS FOR REGIONAL COLLABORATION IN PERFORMANCE-BASED TRANSPORTATION PLANNING

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To the female professors who inspired me to pursue a career in academia

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LIST OF SYMBOLS AND ABBREVIATIONS

AASHTO	American Association of State Highway and Transportation Officials
ARC	Atlanta Regional Commission
CGR	Collaborative Governance Regime
CII	Construction Industry Institute
CDMF	Collaborative Decision-Making Framework
DOT	Department of Transportation
EDC-3	Every Day Counts - 3
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
IFCG	Integrated Framework for Collaborative Governance
LADOTD	Louisiana Department of Transportation and Development
LHSC	Louisiana Highway Safety Commission
LTRC	Louisiana Transportation Research Center
MAP-21	Moving Ahead for Progress in the 21st Century
MPO	Metropolitan Planning Organization
MSHA	Maryland State Highway Administration
P-C Ladder	Performance-Collaboration Ladder
PBPP	Performance-based Planning and Programming
PBTP	Performance-based Transportation Planning
PICMO	Process- Intervention-Context-Mechanism-Outcome
RMOC	Regional Models of Cooperation

RTC	Regional Transportation Collaboration
RTOCC	Regional Transportation Operations Coordination and Collaboration
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SHRP2	Strategic Highway Research Program 2
SHSP	Strategic Highway Safety Plan
TPMF	Transportation Performance Management Framework
TZD	Towards Zero Deaths

SUMMARY

The current national surface transportation legislation mandates performance-based transportation planning and emphasizes external collaboration as a key conceptual component of a performance-based approach. These mandates have renewed the focus on performance-collaboration activities as evidenced by ongoing efforts through the Every Day Counts Initiative, sponsored by the American Association of State Highway and Transportation Officials, and the U.S. Department of Transportation. Regional transportation collaboration (RTC) is the deliberate, continuous, and sustained activity that takes place when transportation agency managers and officials work together at a regional level to solve operational problems, improve system performance, and communicate better with one another. Although RTC was first defined by the Federal Highway Administration in 2004, there is currently an absence of models in transportation literature and practice designed to foster systematic improvements in performance through enhanced collaboration. Given the renewed emphasis on external collaboration in performance-based transportation planning (PBTP), there is a need for conceptual and analytical frameworks that expand the RTC paradigm, support RTC thinking and activity, and explicitly link performance and collaboration. This research offers guidance for the systematic improvement of regional transportation collaboration, with the expressed intent of achieving higher performing outcomes.

The primary objective of the research is to develop a conceptual framework and building blocks for regional collaboration in a performance-based transportation planning context. The research draws on literature including transportation performance

management, inter-organizational partnerships, and collaborative governance. This literature supports the investigation of performance and collaboration as interlinked constructs, with performance measured in terms of effectiveness, reputation and efficiency, and collaboration measured in terms of structure, governance, resources, tools/data, and strategies. Through a comparative analysis of regional safety coalitions, this research investigates how the concept of RTC may be operationalized in practice; identifies gaps between theory and practice, and defines building blocks and typologies for an effective performance-collaboration system.

The research uses an inductive or theory-first approach to refine, specify, and elaborate upon the regional transportation collaboration literature by building typologies using a small number of cases. Nine regional safety coalitions within the state of Louisiana are investigated in an iterative process that includes the separate and sequential analysis of datasets. The research first develops a conceptual understanding of the performance-collaboration system through a literature review; collects and analyzes data on the regional safety coalitions using a survey, semi-structured interviews and embedded case analysis; develops building blocks and typologies to characterize maturing levels of performance and collaboration, and generates guidance for enhancing performance through improved collaboration.

Findings from the research offer guidance to support systematic performance enhancement through improved collaboration. The findings indicate that common collaborative strategies can be identified and associated with different levels of performance within regional transportation coalitions. The RTC conceptual framework offers a context-specific evaluative framework that may be used to operationalize the

interlinked constructs of performance and collaboration in PBTP. This research contributes to PBTP knowledge by integrating hitherto disparate bodies of knowledge, in the literature, to support the systematic improvement of regional partnerships operating in a performance-collaboration system. The research also contributes to the practice of PBTP by offering typologies, building blocks, and implementation guidance to practitioners working to improve performance outcomes through collaborative partnerships.

CHAPTER 1. INTRODUCTION

1.1. Background and Motivation

The 2012 national surface transportation legislation: MAP 21 (Moving Ahead for Progress in the 21st Century), emphasized external collaboration" and close working relationships across organizational and jurisdictional boundaries, as key practical and conceptual components for achieving the national performance area goals. The FAST (Fixing America's Surface Transportation) Act of 2015 represents a continuation of, rather than a shift away from, this business approach. These mandates have renewed the focus on performance-collaboration activities as evidenced by ongoing efforts through the Every Day Counts Initiative, sponsored by the American Association of State Highway and Transportation Officials, and the U.S. Department of Transportation. Additionally, in May 2017, the Government Accountability Office (GAO) conducted an examination of operational and organizational practices that the Department of Transportation (DOT) could use to more effectively achieve its mission, and identified collaboration and coordination as an area of needed improvement (GAO, 2017).

Regional transportation collaboration (RTC) is the deliberate, continuous, and sustained activity that takes place when transportation agency managers and officials work together at a regional level to solve operational problems, improve system performance, and communicate better with one another. Although RTC was first defined by the Federal Highway Administration (FHWA) in 2004, there are currently few models in transportation literature and practice designed to foster systematic improvements in performance through enhanced collaboration. Given the renewed emphasis, in federal legislation, on external

collaboration in performance-based transportation planning (PBTP), there is a need for conceptual and analytical frameworks that support the regional transportation collaboration paradigm, and expand upon current thinking and activity, by explicitly linking performance and collaboration. This research offers guidance for the systematic improvement of regional transportation collaboration, with the expressed intent of achieving outcomes.

Despite the ongoing and some may argue increased emphasis on inter-organizational relationships within transportation practice, there has been little research focused on collaboration as a source for improved performance within the transportation domain. Though not fully integrated into transportation practice, or historically considered mainstream literature for the transportation practitioner, a small body of work addressing collaboration and coordination in the transportation context does exist. In 2005, following the definition of regional transportation collaboration, the FHWA undertook efforts to advance the practice. For example, the FHWA released a framework, case studies, and guidance related to Regional Transportation Operations Collaboration and Coordination (RTOCC) to support ITS and operations professionals in their efforts to collaborate with partners (RTOCC, n.d.). Meyer et al. (2005) also released guidance for transportation practitioners wanting to develop a collaboration from the very beginning, or those already in a collaborative effort who wanted to reach a more "involved level of collaboration". Likely in response to recent federal legislation, and in anticipation of GOA reporting, there has been a recent emphasis placed on collaboration and coordination in guidance released from the FHWA. Recent efforts by the FHWA to develop a body of work that supports collaboration in transportation include for example the release of the Regional Models of Cooperation (RMOC) Handbook in 2016 which highlighted best practice in transportation

collaboration and coordination (Markiewicz et al., 2016), and the inclusion of external collaboration as a key component in the Transportation Performance Management Framework (TPMF) (Nesbitt, 2015). These frameworks outline processes that either help to build sustained relationships, develop agreements across boundaries, or enhance performance management practices, but none explicitly investigates the associations between high performance outcomes and collaborative working in an integrated manner. None begins from a position of performance and seeks to understand the differences between the collaboration activities of a high performer as opposed to an emerging performer in an effort to diagnose operations within the performance-collaboration system, and offer suggestions for improvement. This dissertation fills this gap, and in so doing bridges and expands upon previous work.

In research, there is extensive study of inter-organizational collaboration as a pathway to improved performance and organizational change (Lawrence et al., 2002) in disciplines outside of, yet related to, transportation practice. This literature reinforces the need for the study of collaboration and coordination in a transportation context. The body of literature addressing inter-organizational collaboration has for the most part developed as siloed independent sources of information, and this literature remains relatively unknown to the transportation community. Studies of inter-organizational collaboration may be found in the theoretical literature relevant to public policy and public administration where there is extensive study of network structure and governance (Provon et al., 2008), collaborative governance (Emerson et al., 2012), and implementation networks of various kinds involving public agencies and their partners (O'Toole, 2011). In addition, within the construction management domain there is a literature on partnering, partnerships, and

collaborative working between contractors, subcontractors and their partners, and an extensive literature on public-private partnerships. In these hitherto disparate literature domains, extensive work has been done to define the dimensions of inter-organizational collaboration (Hocevar et al., 2011) and the effects of inter-organizational collaboration. Of particular relevance to this work are efforts to link performance and collaboration. This dissertation therefore introduces this literature to a broader transportation audience thereby offering a theoretical basis for the guidance being offered for transportation practice

A key motivation for this research, was the repositioning of transportation practice to a performance-based, and increasingly collaborative approach, as emphasized by current national surface transportation legislation. In practice, limited budgets now require a multi-jurisdictional approach to all MAP-21 performance areas including safety, infrastructure condition, congestion reduction, system reliability, freight movement and economic vitality, environmental sustainability, and a reduction in project delays. The effects of poor collaboration and coordination are already felt in the project delivery performance area which is concerned with eliminating delays in the project development and delivery process. Approximately 30 % of project delivery delays are the result of local controversy resulting from a failure to collectively plan, and prioritize transportation needs (Crossett & Hines, 2007). Each one percent cost overrun on a state's $1 billion annual transportation program is $10 million per year that could have been spent on the planning, development, and delivery of new projects (Crossett & Hines, 2007). Delays negatively impact the business operation of transportation agencies, and degrade the travelling experience and quality of life of the public at large.

Though delays have been characterized as a failure in delivery processes and execution (Barker et al., 2010) much effort is spent addressing the technical challenges faced during the delivery process, yet little attention is focused on improving the social and inter-organizational relationships or collaborative workings needed to collectively plan, program and prioritize projects in the transportation planning process. Without support from strong collaborative processes that build consensus and allow for agreement between inter-organizational partners around a vision, goals, and prioritization, transportation plans and programs are likely to be delivered in a manner that fails to achieve national, state, and regional transportation performance goals. Furthermore, there is an opportunity here to take a sociotechnical approach to the systematic improvement of collaboration and performance in performance-based transportation planning.

In safety planning increased attention is being placed on Metropolitan Planning Organizations (MPOs) as the regional nexus for crash data and performance measurement through long range transportation plans, funding, and collaborative processes that address issues that no single jurisdiction could previously tackle alone (Ferrier, 2017). Resources that help cities and agencies collaborate on safety measurement, funding, policy and planning, can therefore serve to enhance safety planning performance. The development of conceptual frameworks, guidance, and tools that strengthen performance-collaboration activities have the potential to offer cross-cutting support to multiple MAP-21 performance areas. Moreover, there is the potential to present the collaboration construct, through the lens of performance, to an audience of engineers and other practitioners that are more familiar with the subject of systematic improvements and performance rather than of collaboration.

1.1 Research Scope

This research is conducted through an embedded comparative analysis of nine regional safety coalitions in the State of Louisiana. In response to MAP-21, Louisiana has adopted a collaborative regional approach towards safety planning, implementation and evaluation. A key part of this approach was the creation of nine regional safety coalitions the - (1) South Central Regional Safety Coalition, (2) New Orleans Regional Traffic Safety Coalition, (3) North Shore Regional Safety Coalition, (4) Acadiana Transportation Safety Coalition, (5) Capital Region Transportation Safety Coalition, (6) Northeast Louisiana Highway Safety Partnership, (7) Southwest Regional Safety Coalitions, (8) Central Louisianan Regional Safety Coalition, and (9) Northwest Regional Safety Coalition.

Each coalition supports the implementation of statewide goals associated with Towards Zero Deaths, referred to as TZD, a national safety vision and program. The TZD vision is a "highway system free of fatalities through a sustained and even accelerated decline in transportation-related deaths and injuries, as the system performance or safety goal. In 2013, FHWA and the Road Safety Foundation awarded Louisiana and specifically the South Central Regional Transportation Safety coalition a National Road Safety - Program Planning, Development, and Evaluation Award for advanced partnerships and the use of data-driven solutions to achieve performance-driven goals. The Louisiana regional safety coalition program therefore provides a unique opportunity to study an award winning performance-driven collaborative approach within a transportation context. The regional coalition was therefore the primary unit of analysis in this research, and the comparative analysis of these coalitions used to achieve the research objectives, respond

to research questions, and identify solutions to the research problems identified in this dissertation.

1.2 Research Objectives and Questions

This dissertation applied theoretical models of inter-organizational collaboration to examine the performance-collaboration activities of nine regional safety coalitions. The intent was to investigate how the concept of regional transportation collaboration is operationalized in practice; identify gaps between theory and practice, and define building blocks and typologies for an effective performance-collaboration system. As such, the research objectives, problems, and questions addressed in this dissertation are as follows:

Objective 1: **Integrate hitherto disparate bodies of knowledge, in the literature, to support ongoing efforts to systematically improve regional collaborations operating within a performance-based context.**

Problem 1: There are new mandates for increasing levels of collaboration within transportation legislation, but limited understanding of existing theory that addresses and links concepts of collaboration and performance.

Research Question 1: What literature exists, and is appropriate for examination and application to a performance-based transportation planning context?

Objective 2: **Develop a conceptual framework linking regional transportation collaboration and performance (system and inter-organizational performance) outcomes.**

Problem 2: There are new mandates for increasing levels of collaboration within transportation legislation, but limited guidance, analytical framework or tools that support the regional transportation collaboration paradigm, and expand upon current thinking and activity.

Research Question 2: What dimensions are needed to operationalize collaboration and performance in a broader performance-based planning context?

Objective 3: **Investigate regional transportation collaboration and performance-based transportation planning**

Problem 3: There are limited studies seeking to investigate collaboration and performance as interlinked constructs within transportation practice

Research Question 3.1: What are practitioner views on collaboration and performance in an environment explicitly created to improve performance outcomes through collaboration partnerships, and what collaboration characteristics do practitioners view as most critical for success?

Research Question 3.2: Does the operationalization of collaboration in the transportation context differ from what is seen in contexts outside of transportation?

Objective 4: Examine the relationships and associations between regional transportation collaboration, system performance, and inter-organizational performance

Problem 4: There is limited study of performance and collaboration in the transportation literature, and as such little context-specific guidance available for practitioners interested in improving or initiating a performance-collaboration system.

Research Question 4.1: What characteristics do high-performing collaborations share?

Research Question 4.2: Do high-performing collaborations also experience high system (safety) performance outcomes

Objective 5: Offer implementation guidance to practitioners working to improve performance outcomes through collaborative partnerships.

1.3 Research Methodology

The research uses an inductive or theory-first approach to refine, specify, and elaborate upon the regional transportation collaboration literature by building typologies using a small number of cases. The nine regional safety coalitions within the State of Louisiana are investigated in an iterative process that includes the separate and sequential analysis of datasets. The research first develops a conceptual understanding of performance-collaboration systems through a literature review; collects and analyzes data on the regional safety coalitions using a survey, semi-structured interviews and embedded case analysis; develops building blocks and typologies to characterize maturing levels of performance and collaboration, and generates guidance for enhancing performance through improved collaboration.

1.4 Research Contributions

This research provides a timely review of inter-organizational collaboration literature found in both the transportation domain and external contexts. This research contributes to performance-based transportation planning knowledge by integrating hitherto disparate bodies of knowledge in the literature, including 1) transportation planning and performance, 2) collaborative governance (public policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management), to support the systematic improvement of regional transportation partnerships operating in a performance-collaboration system. This work therefore builds upon often anecdotal evidence about performance and collaboration, presented in transportation literature, with a literature base from the following fields: public policy, public administration, and construction management, each with a longer history of investigating the performance-collaboration linkage.

This dissertation contributes to transportation practice in two distinct ways. First, this research enhances and expands upon work to define effective collaboration within a transportation context contributes to ongoing work to provide tools to transportation practitioners in support of performance-based activities. The gap that this research fills is explicitly connecting performance and collaboration as interlinked constructs. Through a conceptual framework and performance-collaboration ladder, this research outlines building blocks and system context characteristics for high performing collaborations, and offers an approach for assessing related safety performance outcomes as collaborations mature.

1.5 Dissertation Outline

This dissertation is presented in ten chapters. Following this introductory chapter, Chapter 2 reviews literature relevant to 1) transportation planning and performance, 2) collaborative governance (public policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management). Chapter 3 outlines the methodology and approach used in this dissertation. Chapter 4 describes the conceptual framework. Chapter 5 presents findings resulting from interviews held with the regional safety coordinators that help to characterize the system context for each regional safety coalition. Chapter 6 presents findings from the survey administered to regional coalition members, and discusses associations between collaboration and performance, and Chapter 7 discusses coalition typologies. Chapter 8 presents the collaboration building blocks, and offers implementation guidance to coalitions seeking to improve performance outcomes through collaborative strategies. Chapter 9 outlines an approach for assessing system or safety performance outcomes in regions with regional safety coalitions, and finally, Chapter 10 concludes with a discussion of the contributions, the significance of the research findings, and future work.

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CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

The Federal Highway Administration (2004) characterizes regional transportation collaboration as "the deliberate, continuous, and sustained activity that takes place when transportation agency managers and officials responsible for daily operations work together at a regional level to solve operational problems, improve system performance, and communicate better with one another". Implementation of RTC can therefore be viewed as a performance-collaboration system consisting of a performance construct and a collaboration construct. A system is a group of interdependent and interrelated components that form a complex and unified whole intended to serve some purpose through the performance of its interacting parts (Meyer and Miller, 2016). RTC can further be thought of a socio-technical system or a system in which optimization of the relationship between socio and technical elements are believed to lead to productivity (Checkland, 1998). As a complex system or phenomenon consisting of two interlinked constructs, the effective implementation, evaluation, and analysis of RTC requires knowledge from multiple domains. To develop the conceptual understanding of the performance-collaboration system investigated in this dissertation knowledge is drawn from 1) transportation planning and performance, 2) collaborative governance (public policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management). Contributions to this work offered by each literature domain are highlighted in Figure 2-1.

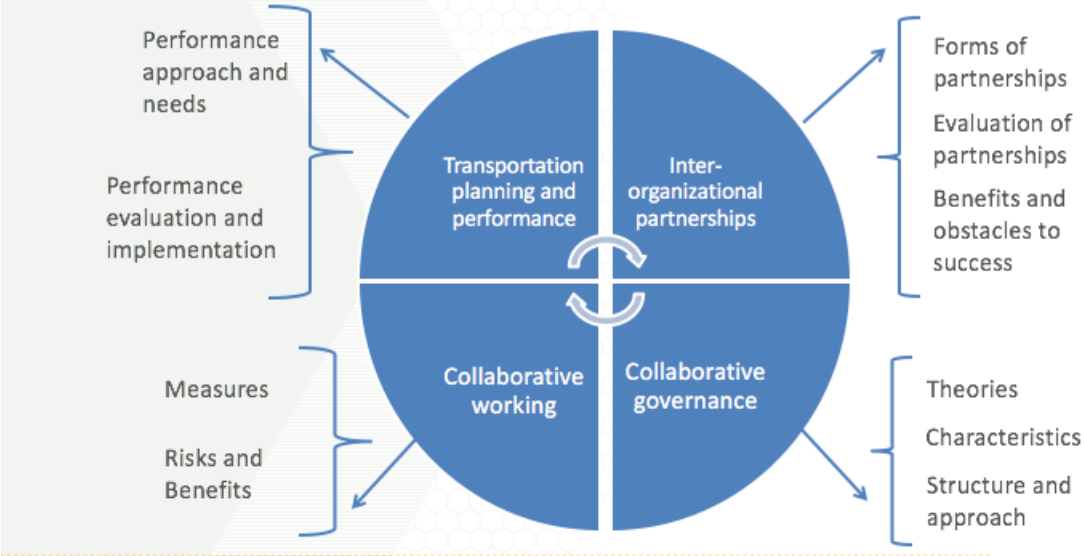

Figure 2-1 – Key Literature Domains

The literature helps to define the role of collaboration in performance-based transportation planning, define collaboration and its dimensions, describe the value added of collaboration in an inter-organizational partnership, outlines how collaboration is measured and assessed, and describe the relationship between collaboration and performance.

The main objectives of this literature review are to characterize the current thinking around inter-organizational collaboration, partnering and network governance. This literature is multi-disciplinary as it draws from the fields of public policy, public administration, transportation planning, and construction. It is anticipated that a knowledge of this literature will help to bridge the gap between theory and the practice related to transportation collaboration thereby improving the long-term impacts from transportation partners working together. The literature is reviewed in an effort to define collaboration, identify the dimensions of collaboration, and to characterize the impacts or effects of

collaboration in terms of performance. Included is a review of the use of inter-organizational collaboration in a public administration and public policy context the use of inter-organizational collaboration in a transportation context and the use of inter-organizational collaboration in a construction context. Each of these contexts treats collaboration between organizations, as well as collaboration between individual partners, as a pathway to improved performance.

2.2 Transportation Planning and Performance Management

AASHTO defines performance management as "an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance (Kane, 2010 in (Fischer, 2014)). Current political pressures, funding constraints, and technological improvements have all contributed to a renewed need for greater accountability. Federal transportation legislation emphasizes performance management as a chief organizing principle. The adoption of performance management principles is intended to ensure the efficient investment and management of federal funds in transportation decision-making activities. Federal efforts seek to strengthen the U.S. transportation system by creating a performance-based, multi-modal program (Federal Highway Adminstration, n.d.).

In current federal transportation legislation, an increased emphasis has been placed on external collaboration, or close working relationships, within each of the seven national goal areas – safety, infrastructure condition, congestion reduction, system reliability, freight movement and economic vitality, environmental sustainability, and reduced project delivery delays. Performance-based transportation planning is one of the may processes

through which performance management principles are being integrated into the transportation planning process.

2.2.1 The Transportation Planning Process

Meyer (1993) described transportation planning as the process of defining problems, identifying alternatives, evaluating potential solutions and selecting preferred actions the meet community goals in a manner that includes all feasible transportation modes. The all-encompassing definition offered by Meyer and Miller (2015) reflects a decision-oriented transportation planning process that incorporates the four stages of the decision-making process – problem identification and definition, evaluation and feedback, implementation, and debate and choice onto the transportation planning process as shown in Figure 2-2.

Figure 2-2 depicts the general process for transportation planning as defined by Meyer and Miller (2015). As depicted transportation planning process consists of a sequential series of steps that provides transportation practitioners essential information about the costs, immediate impacts, and benefits of decisions, as well as implications of those decisions including forgone opportunities, long run impacts, and equity issues (Meyer and Miller, 2015).

According to (Meyer and Miller, 2015), the sequential steps outlined in Figure 2-2 allow transportation decision makers to 1) establish a future context or view beyond the short-term, 2) responds to different scale so analysis and accommodate multiple jurisdictions, decision makers, and stakeholders, 3) expand the scope of problem definition or handle problems at multiple scales and incorporate multiple dimensions, (economic,

political, and environmental), 4) maintain flexibility in the analysis or respond in short order to political requests, or requests for new alternatives, 5) provide feedback and contiguity over time or monitor decisions over short and long-term periods, 6) relate to the programming and budgeting process or have direct relationship to the resources that support decision making, and 7) provide an opportunity for public and stakeholder feedback either through direct or indirect engagement.

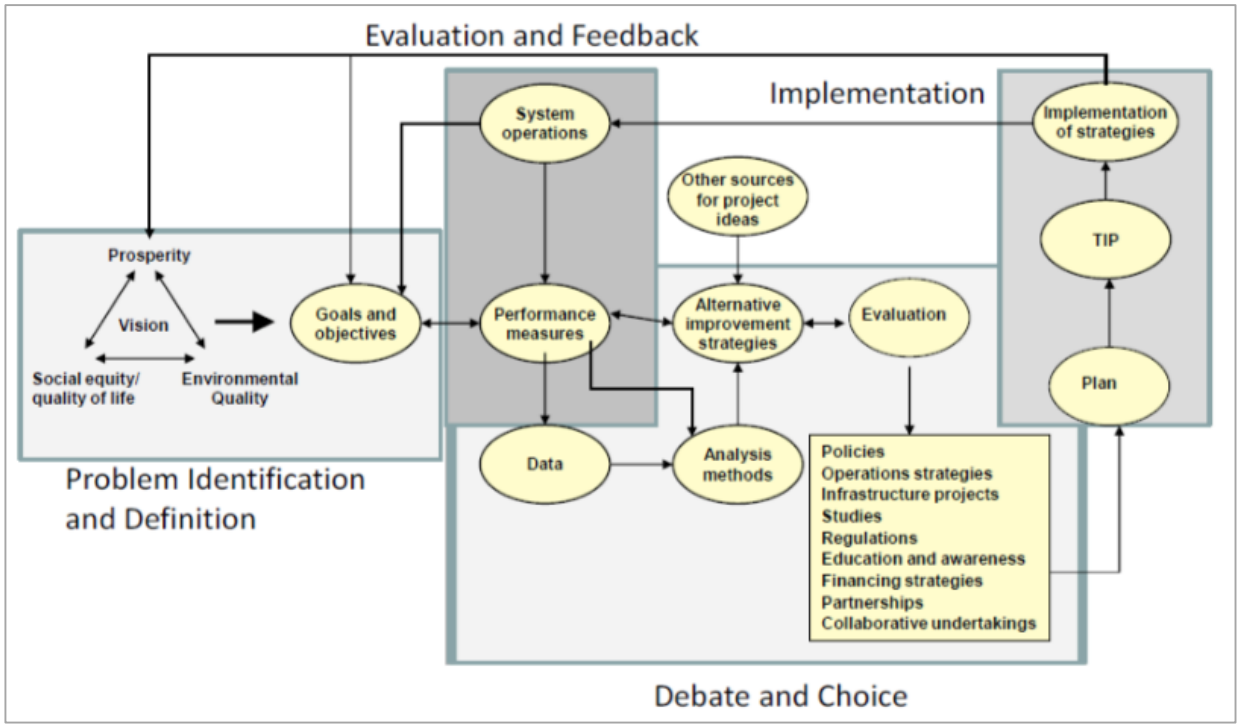

Figure 2-2 – Decision-Oriented Transportation Planning Process

If viewed as a decision-making process, understanding the institutional environment supporting transportation decisions is critical for supporting the transportation planning process. According to Meyer and Miller (2015), the institutional framework consists of organizations that provide transportation services; processes that lead to the production of outputs from these organizations; relationships between people within these organizations;

and constraints - political, legal and fiscal that either create barrier or act as leverage during the decision-making process. The institutional environment impacting the transportation planning process is often challenged by a set of institutional barriers the organizational barriers – or barriers operating within a specific organization, inter-jurisdictional barriers – or barriers operating across organizations, and resource barriers – or barriers related to limitations of money, time, staff, political or legal ability. Figure 2-3 (Crain and Associates, 1996) in Meyer and Miller (2015), provides examples of these barriers. The effective implementation of the transportation planning process must therefore include an in depth understanding of the institutional framework and environment and give consideration to institutional challenges.

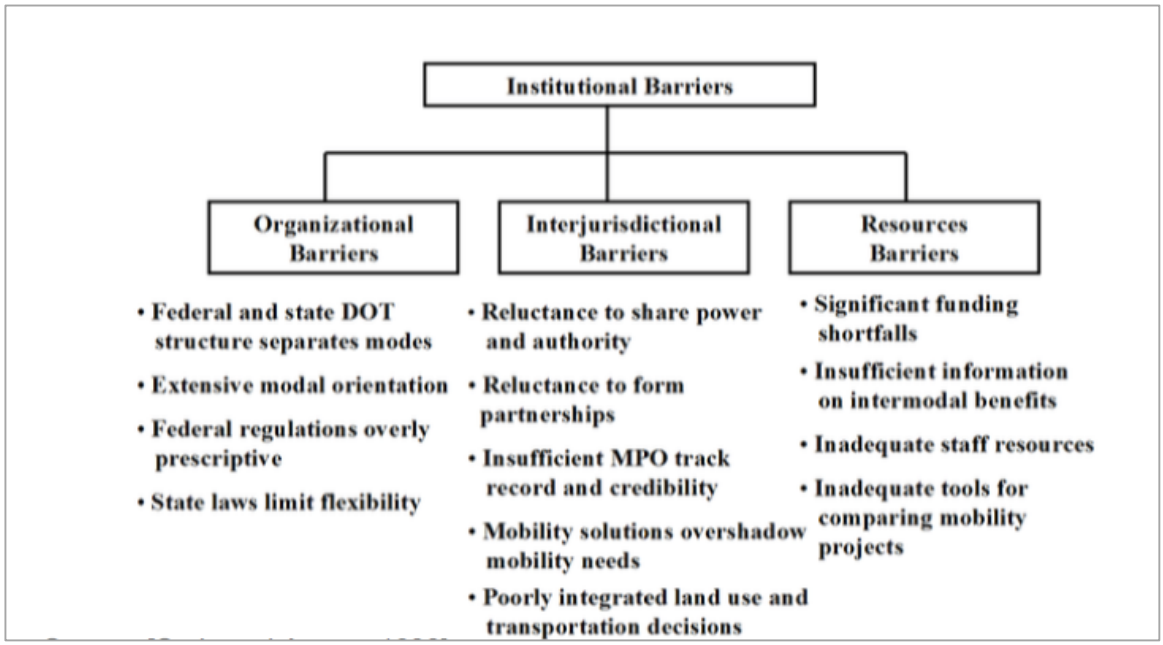

Figure 2-3 – Institutional Barriers to Transportation Planning

2.2.2 Performance-based Transportation Planning

Over the past two decades, transportation agencies have increasingly applied performance management—a strategic approach that uses performance data to support decisions, to help achieve desired performance outcomes. Performance-based planning and programming (PBPP) refers to the application of performance management within planning and programming processes to achieve desired performance outcomes for the multimodal transportation system (FHWA, 2013). Performance-based transportation planning (PBTP) therefore represents an evolution of the decision-oriented transportation planning process into a performance-oriented framework; the two are not mutually exclusive but instead support the ever-expanding goals and needs of transportation organizations, processes, and projects. Performance-based transportation planning is a strategic approach that uses system information to make investment and policy decisions to achieve the national performance goals established by MAP-21 (FHWA, 2013). Performance-based planning and programming offers guidance for the integration of performance management principles into the transportation planning process.

In 2013, the U.S. Department of Transportation in collaboration with the Federal Highway Administration (FHWA) the Federal Transit Administration (FTA), and with the assistance of experts from the transportation industry, produced the *Performance-based Planning and Programming Guidebook* to describe the PBPP process, and to provide examples of effective practices to help practitioners advance performance approaches in their own planning and programming activities. PBPP practices are intended to help local, regional, and state agencies meet both internal and external requirements for accountability. The PBPP focuses agencies on long-term outcomes, and not just on shorter-term outputs. The benefits of the PBPP range from improved decision making about

investments to improved accountability and transparency. Improved system performance is one of the greatest benefits derived from adopting a performance-based approach (FHWA, 2013). System performance improvements are the result of improved decisions made regarding resource allocation, and the increased return on investment derived from clearly linking performance outcomes with funding levels.

The PBPP was designed for use by all agencies involved in transportation planning and programming processes including local, state, regional and federal partners. The key elements of the PBPP are planning, programming, and implementation and evaluation as shown in Figure 2-4 (FHWA, 2013). These elements are intended to facilitate transportation plan development and transportation project delivery. Goals and objectives, targets, and performance measures are all key components of the PBPP. Performance-based planning and programming also emphasizes the use of the feedback loop that is a reflection on completed actions as a means to inform forthcoming decisions. Ultimately, the PBPP requires that agency partners consider the responses to four key questions: Where do we want to go? How are we going to get there? What will it take? And, how did we do? (FHWA, 2013). The PBPP however does not ask the following:

- Which partners (internal or external) will we have to collaborate with?
- What will the collaboration look like?
- How will success be assessed?
- What will the institutional barriers or opportunities be for success?
- How can collaboration be improved systematically to enhance performance?

The sections of this literature review that follow begin to answer these questions, and therefore expand upon the guidance of the PBPP.

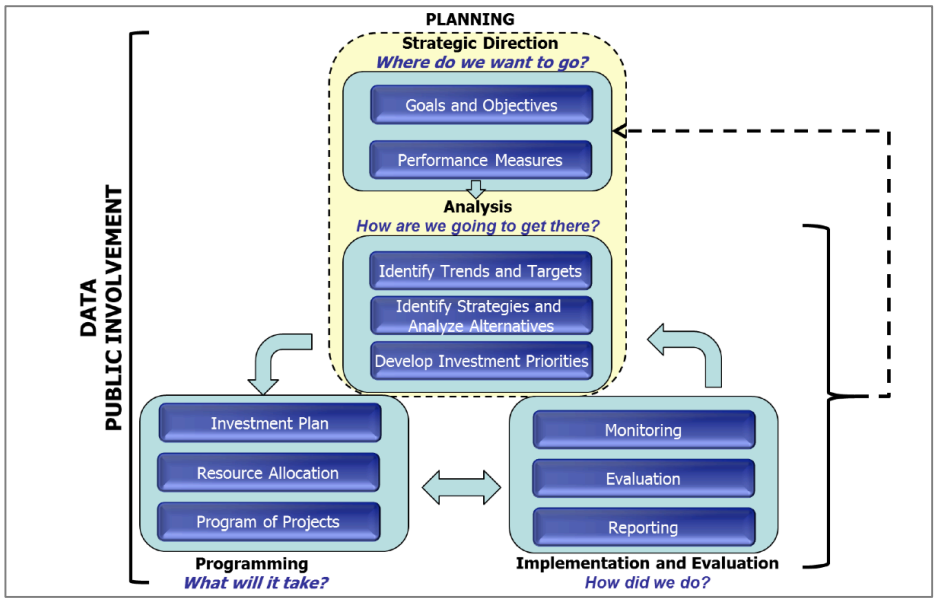

Figure 2-4 – The Performance-Based Planning and Programming Framework

2.3 Collaboration: A Theoretical Review

The literature describing collaborative processes is multidisciplinary. Relevant literature on collaboration is found in public policy, public administration, sustainable development, and construction. Collaboration has therefore been defined in many ways, and conceptualized in terms of different dimensions. Collaboration is a process that allows parties who see different aspects of a problem to constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible (Thomson, et al., 2009). Collaboration can lead to improved relationships with stakeholders, and to an improved public image. Collaboration can enhance the results of collective problem solving and increase support for organizational decisions (Barbara

Gray, 1989). Collaborations are often viewed in one of two paradigms as either social processes, or political processes (Sharma & Kearins, 2011).

Chrislip and Larson (2002) defined collaboration as "*going beyond communication, cooperation, and coordination; they described it as a mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority, and accountability for achieving result. The purpose of collaboration is to create a shared vision and joint strategies to address concerns that go beyond the purview of any particular party*."

Chrislip (2002) highlights several attributes about public decisions that emphasize the need for collaborative practices in the planning, programming, and delivery of transportation projects. These attributes are highlighted in the FHWA sponsored report Collaborative Leadership Success Stories in Transportation Mega Projects (Hauswirth et al., 2004) and are as follows:

- *The quality of public decisions stems directly from the quality of the engagement used to make them*. There must be a conscious decision made to engage the public that has come to mistrust the government with the goal of arriving at better decisions.
- *Public decisions must respond to the real needs of the community or region*. Imposing a solution from "Washington" will only cause resentment. Engaging the local citizens and authorities can bring to light their true needs and foster a sense of ownership in the project.

- *People in a place should have some control over forces that affect their lives*. The world is changing at an incredibly fast pace. Competing interests threaten to divide the public into ever smaller and competing groups. Collaboration helps counter these effects.
- *Understanding of others and of essential information about public concerns comes before judgment and decision*. Collaboration looks for common ground before moving forward. While it may take time, the effort expended in gaining mutual understanding results in trust and a willingness to compromise.
- *In order for collaboration to work, all participants must engage as peers*. All participants have equal weight in a collaborative environment. While this may not be possible for all mega project decisions, allowing as many decisions to be made in a peer environment as possible will gain the project credibility and participant buy-in.

Gray (1985) emphasizes the role of domain level collaboration around a specific problem or issue, for example planning and programming. Doman level collaboration requires collaborative capacity. Collaborative capacity is the readiness and ability of an organization to collaborate (Huxham, 1993). Thomas et al. (2006) describe collaborative capacity as the ability of an organization to enter into and sustain an inter-organizational system in pursuit of collective action. Collaborative governance theory is presented herein as a means to operationalize collaboration in practice.

2.3.1. Collaborative Governance Theories

Transportation agencies that have historically operated in silos and found cross-boundary collaboration to be challenging will need additional guidance to operationalize the increased call collaboration in federal legislation. Theories of collaborative governance

such as the Integrative Framework for Collaborative Governance (IFCG), put forth by individuals such as Emerson et al. (2012), and Ansell and Gash (2007) can help fill this gap as they articulate the desired outcomes and criteria for assessing the effectiveness of collaborative relationships.

Collaborative governance is defined by Ansell and Gash (2007) as, "a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus oriented and deliberative and that aims to make or implement public policy or manage public programs or assets" (Ansell and Gash, 2007). Ansell and Gash argue that collaborative governance has emerged as a response to the failures of downstream implementation and to the high cost and politicization of regulation. The definition put forth by Ansell and Gash (2007) emphasizes six key components: (1) the forum is initiated by public agencies or institutions, (2) participants in the forum include nonstate actors, (3) participants engage directly in decision making and are not merely ''consulted'' by public agencies, (4) the forum is formally organized and meets collectively, (5) the forum aims to make decisions by consensus (even if consensus is not achieved in practice), and (6) the focus of collaboration is on public policy or public management. To fully understand the intent of collaborative governance it is important to explore the whole term as the sum of its parts "collaboration" and "governance".

Varying definitions of collaboration have already been discussed, but Ansell and Gash (2007) add that collaboration implies two-way communication and generally involves a deliberative and collective process." The model of collaborative governance put forth by Ansell and Gash (2007) is shown in Figure 2-.5.

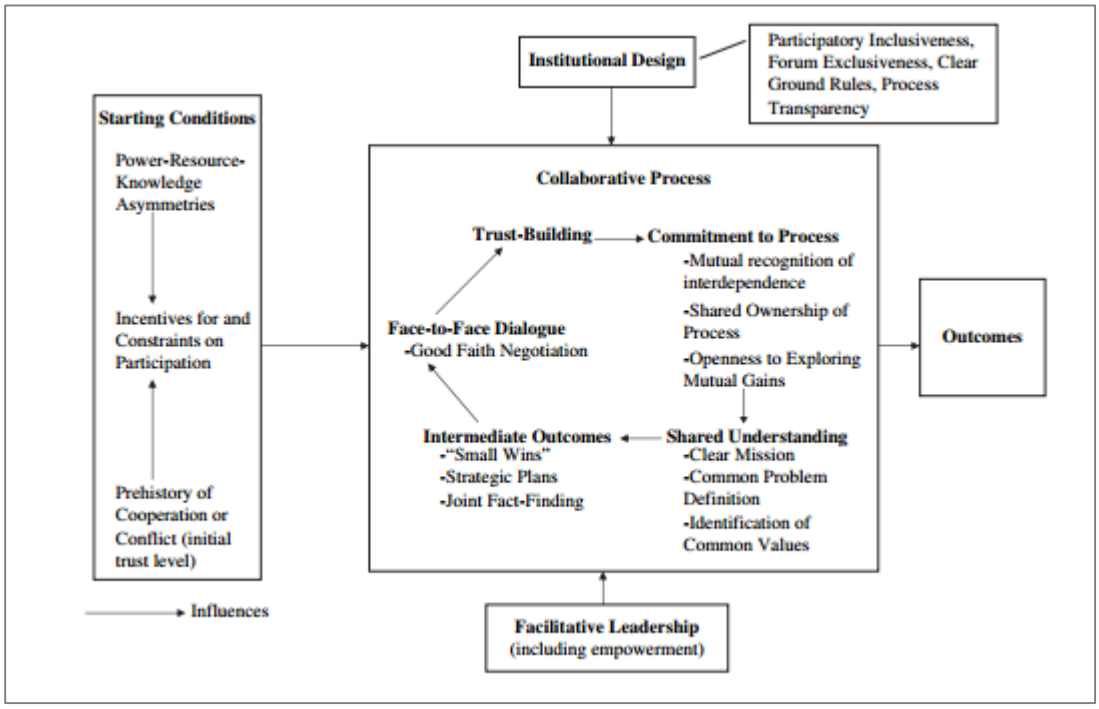

Figure 2-5 – A Model of Collaborative Governance

Emerson et al. (2012) define collaborative governance as "*the processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished*". This definition is broader than that offered by Ansell and Gash, as it recognizes partnerships among the state, the private sector, civil society, and the community, as well as joined-up government and hybrid arrangements such as public-private and private-social partnerships and co-management regimes.

Emerson et al. (2012) put forth the integrated framework for collaborative governance as a framework to better understand, develop, and test theory, as well as improve practice (Emerson et al., 2012). A central feature of the IFCG is the collaborative

governance regime (CGR). The CGR encompasses the particular mode or system for public decision making in which cross-boundary collaboration represents the prevailing pattern of behavior (Emerson, 2012). The effectiveness of the CGR is determined by drivers present within the system context, the collaboration dynamics that operate within the regime, actions taken as a result of collaboration, and the outputs of the collaboration. The IFCG is particularly relevant to this research because it seeks to capture data relative to the effectiveness of partnership relationships, inputs to those relationships, and the broader system through which the partnership operates, and the impacts of the partnership on program and project delivery outcomes. Table 2-1.

Table 2-1 – Collaborative Governance Regime

		THE COLLABORATIVE GOVERNANCE REGIME			
		Collaborative Dynamics			
System Context	**Drivers**	**Principled Engagement**	**Shared Motivation**	**Capacity for Joint Action**	**Impacts/ Actions**
Prior failure to address issues	Consequential incentives	Discovery	Mutual trust	Procedural/ institutional arrangements	Building/ Cleaning up
Levels of conflict/trust	Interdependence	Definition	Mutual understanding	Leadership	Monitoring implementation
Socio-economic, cultural health & diversity	Uncertainty	Deliberation	Internal legitimacy	Knowledge	Enforcing compliance
		Determination	Shared commitment	Resources	

2.4 Inter-organizational Partnerships and Partnering

Huxham (1993) refers to inter-organizational collaboration as the development of a strategy that is co-created and owned jointly by the organizations involved. Inter-organizational collaboration achieves something that no other organization could have achieved on its own. Inter-organizational collaboration benefits are immense when agencies have interdependent goals, common needs, interests and goals (B. Gray, 1985). Inter-organizational collaboration often creates competing interests between "organizational self-interest" and "collective "self-interest" (Thomson et al., 2009). As agencies continue the explicit pursuit of collaborative strategies that involve multi-jurisdictional partnerships there is a growing need for theoretical guidance to support partnerships, with a knowledgebase of best practices to inform future actions.

The Network for Business Sustainability (NBS) in the report *Sustainability through Partnership* (2012) defines an inter-organizational partnership as a "a forum of diverse partners assembled to address problems that individual organizations are unable to solve by working independently because of limitations in resources, skills or knowledge". Partnerships are often viewed as smaller than networks, task oriented and formed to achieve well defined objectives. References to partnerships can be found in the journals of several disciplines including construction, business and management, public administration, and public policy. Over the last decade there has been an increased focus in the literature on partnerships as shown in Figure 2-6 (NBS, 2012). Topics of interest include the motivation for their creation, their structure and operation, collaborative arrangements that facilitate their operation, and their impacts on external systems.

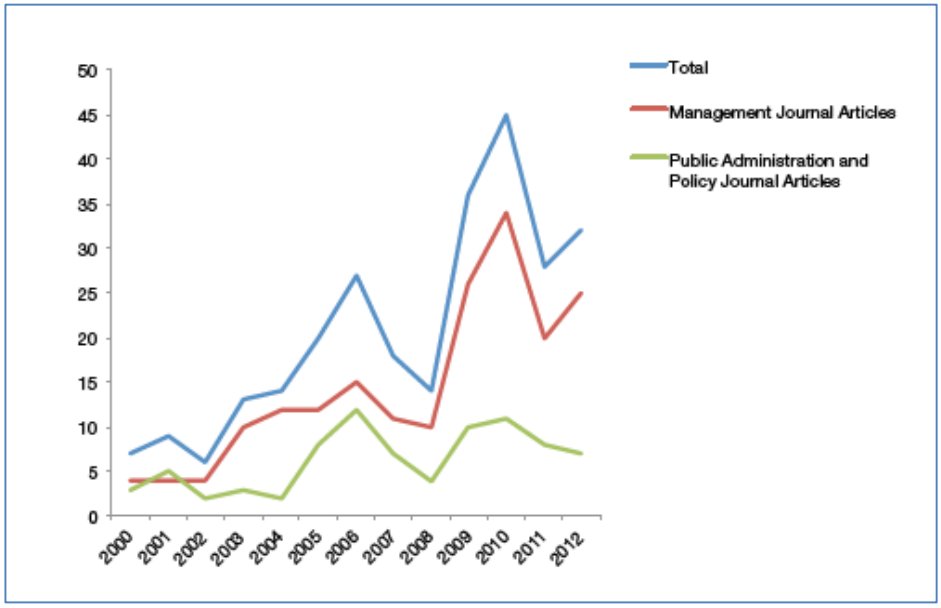

Figure 2-6 – Partnerships Articles (2000 – 2012)

Partnerships can assume various forms. They may involve organizations from the same sector or organizations from multiple sectors. Multi-sector partnerships include organizations from government and business (public-private partnerships), government and community (community partnerships), or business and non-government organizations (business-NGO partnerships). The scope and degree of shared ownership and responsibility within a partnership increases with the number of players and the complexity of the problem being addressed. Partnerships tackle issues of local, regional, national, and even global scope. Partnerships of interest to this work have four characteristics they are (1) regional; (2) focused upon public good issues; (3) inter-organizational (bridging agents among diverse organizations); and (4) are focused on systemic change.

Partnerships are often assumed to be collaborative, and in fact the two words (partnership and collaboration) are often used in unison. Partnerships however, are not inherently collaborative, and may in fact be competitive, adversarial, or participatory.

However, as shown in Figure 2-7, partnerships are able to tackle problems of large scope and complexity when operating under conditions of collaborative governance (Gray, Barbara and Stites, 2013). It is for this reason that collaborative governance as a theoretical framework for this work. According to Raisiene (2010) models of inter-organizational partnerships often emphasize one of the following:

- process - the inter-organizational relations and the interaction between partners (separate and apart from the environment or context within which the partnerships exist) (D'Amor, 2004);

- context - the internal and external environment and factors within that environment that impact the partnership (Sicotte et al., 2002);

- mixed or integrated - models that link factors of environmental context, organizational processes, and collaboration (Baker, 2006).

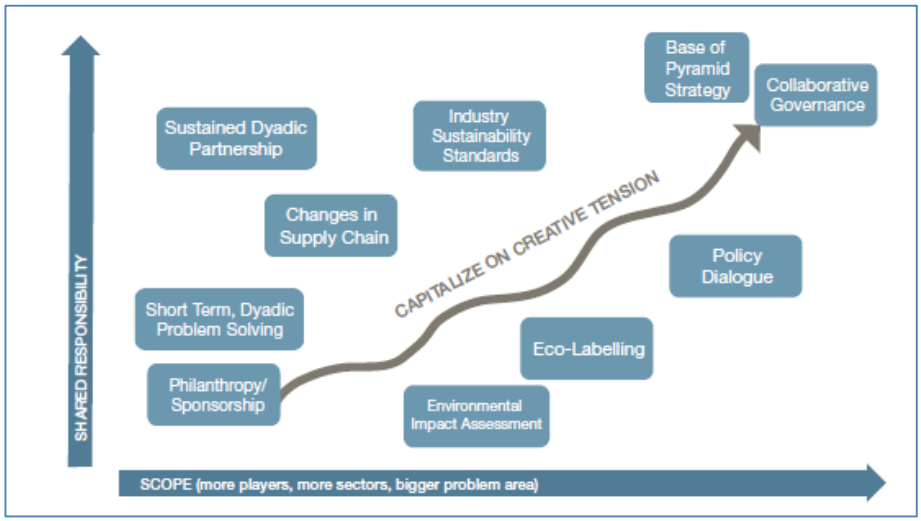

Figure 2-7 – Capitalizing on Collaboration

2.5 Partnering and Stakeholder Management in Construction

The Partnering Subcommittee of AASHTO's Standing Committee on Quality defines partnering as, "a process of collaborative teamwork to achieve measurable results through agreements and productive relationships." The Maryland State Highway Administration (MSHA) states that partnering is "a process based on trust and on open honest attitude in which all participants in a project recognize both common and individual objectives and work to achieve those objectives through improved communication and cooperation" (Rogge and Griffith, 2002). The benefits of collaboration have therefore not only been recognized by the broader construction industry but by transportation professionals engaged in the planning, programming, and delivery of the transportation infrastructure projects.

In 2002, the Oregon Department of Transportation conducted a study (Rogge et al., 2002) to assess the current state of its partnering program; examine ways to improve current processes, recommend process improvements; and identify possible new methods and practices that could be used to increased partnering effectiveness. Though this work did not make any explicit linkage to project performance critical success factors associated with successful partnering projects were identified, and conversely exposed the challenges inhibiting partnering success. According to Rogge et al., (2002), Crane et al. (1999) defined three types of measures that could be used to track the success of partnering relationship results: hard measures based on project performance, e.g. cost, time, quality etc.; process measures used to track in progress activities such as schedule adherence; and relationship measures – subjective measures used to track the effectiveness of the partnering relationship – communication, teamwork, accomplishment of objectives. A survey of

transportation professionals conducted by Rogge et al. (2002) revealed benefits of partnering that could be characterized as results measures, process measures, and relationship measures– better communication, better teamwork, increased trust, stronger relationships, improved dispute resolution, fewer claims, better decisions, earlier contract completion, less change orders, and higher quality. Finally lack of support from senior management, a failure to monitor the partnering process, and a lack of commitment between relevant parties were found to be key factors leading to unsuccessful partnering.

The construction industry institute (CII) defines partnering as "a long-term commitment between two or more organizations for the purposes of achieving specific business objectives by maximizing the effectiveness of each participant's resources. This requires changing traditional relationships to a shared culture without regard to organizational boundaries. Relationships are based on trust, dedication to common goals, and an understanding of each other's individual expectations and values" (CII, 1981). This definition emphasizes many of the core characteristics already highlighted in this literature review, including common goals, trust and shared culture. Bennett and Jayes (1998) put forth an additional definition which highlights the role of partner feedback in a successful performance-based partnership relationship. They describe partnerships as "a strategic set of actions that deliver vast improvements in construction performance. It is driven by a clear understanding of mutual objectives and co-operative decision-making by a number of firms (agencies) who are all focused on using feedback to continuously improve their joint performance."

Stakeholder partnerships between actors have received significant attention from the construction management industry, where arguments have been made for the positive

relationship between collaboration and performance. Within the construction industry poor cooperation, lack of trust, and ineffective communication strategies have also been found to produce negative performance outcomes. The impact of adversarial relationships amongst construction stakeholders has been shown to result in project delays, difficulty resolving claims, cost overruns, litigation, and a win-lose climate (Moore and Mosley, 1992). The construction industry has therefore invested time and resources in techniques that minimize the occurrence of adversarial relationships between stakeholders (Chan et al., 2004).

Collaborative working has emerged as a new term and a working model for gaining improvements in project performance and enhancing competitiveness in the construction environment (Xue et al., 2010).Collaborative working as presented in the literature does not have a precise definition; put in practice collaborative working invokes notions of working together, joint working, or working jointly on shared goals to find solutions that are satisfactory to all concerned (Xue et al., 2010). Xue, Shen and Ren (2010) discuss collaborative working alongside the theoretical concept of collaboration, and highlight the five forms that collaborative working may assume as outlined by the National Council on Voluntary Organizations (2007):

- Separate organizations maintain their independence but work jointly on some activities or functions;

- Organizations with resources or expertise offer assistance to other organizations, e.g., a large national organization working with a small local group;

- A new organization to do joint work on some activities or functions;

- A group structure where a “parent” organization governs a group of “subsidiary” organizations; and

- Merger to form a new organization working as one body on all activities.

Important for the success of collaborative working are an understanding of collaborative theory, collaborative tools, principles and strategies. Tools identified as valuable to construction partnership and for ensuring collaborative working includes the following: joint objectives, team building activities, conflict resolution strategies, willingness to share resources, clear definition of responsibilities, regular monitoring of the partnering process, adequate resources, management support (leadership), mutual trust, long term commitment, coordination, and creativity.

In the report “The Collaborative Advantage Realizing the Tangible Benefits of Regional Transportation Operations Collaboration” Bauer et al. (2007) suggest that agencies accrue benefits from collaboration in three domain areas 1) inputs/resources, 2) operations, and 3) outcomes/results experience by the system user. Benefits gained in the area of inputs and resources enhances the quality and quantity or inputs/resources available to the collaboration (for example: cost savings or increased access to funding or other resources). Benefits gained through improved agency operation or functioning increase agency productivity and day-to-day operation (for example: new services offered, decreased funding application approval time, increased quality of traveler information).

The form of partnerships are influenced by external drivers, partner motivations, resources and regulatory environments, partnership characteristics, and process issues. The expectations, preferences, and previous experience of partners, may also impact

partnership outcomes. The ability of leadership to reach accountability, and presence of shared goals, objectives, and vision are also considerations. In addition, past negative relationships, poor communication, perceptions of unfair risk, and misaligned goals and priorities all serve as obstacles to the success of inter-organizational partnerships (Cheng et al., 2000). A lack of support from leadership and an ability on the part of individual partners to relinquish decision making control also contribute to partnership failure.

Though partnerships provide clear benefits, they also come with significant risk or opportunity cost (Tennyson, 2011). Partnerships are costly; costly in terms of time, resources, and man-hours. Inter-organizational partners often invest significant time and energy into shaping shared goals and visions with no immediate benefits, and tend to stick with the 'status quo' because of pressure from their peers (Tennyson, 2011)Other partnership risks include loss of autonomy, and conflicts of interest - when decisions taken by the partnership may be in conflict with the interests of an individual organization. Partnerships can be a drain on the resources of the organization responsible for implementation, as delivering collaborative ventures often requires additional management, tracking, reporting and evaluation (Tennyson, 2011). Implementation of the products and outputs of partnerships can be a challenge, as additional financial and political resources often need to be pooled requiring additional commitment. Finally, partnerships that fail, can have negative impacts for individual agencies down the line.

2.6 Collaboration in Transportation: A State of Practice Review

Legislative mandates for collaboration, cooperation and consultation did not begin with MAP-21. Discussions around collaboration began in 1991 (SHRP2-2014). Under

TEA-21 efforts at project streamlining focused on coordinated environmental review processes (congressional research service, 2009). This effort encouraged DOTs to identify and cooperatively engage with federal agencies and local partners on environmental issues. Similarly, SAFETEA-LU encouraged cooperation between lead and cooperating agencies, and a focus on deadline setting with respect to environmental decision making. In addition, SAFETEA-LU encouraged consultation within its transportation planning provisions. For example, section 6001 of SAFETEA ("Transportation Planning") required that the development of long- range transportation plans include such elements as: consultations with relevant resource agencies; participation plans that identify a process for stakeholder involvement; and visualization of proposed transportation strategies where practicable (Project Delivery, Congressional Research Service, 2009)

During the TEA and SAFETEA-LU a variety of strategies were considered to operationalize the idea of collaboration, and to encourage strong partnerships and coordination among stakeholders (Project Delivery, Congressional Research Service, 2009). The general focus was to provide more authority and incentives for partnerships between federal agencies and grant recipients. Strategies included 1) establishing in law a requirement for a partnering plan, 2) funding an awards program for outstanding collaboration, or 3) partnering grants to help federal agencies and grant recipients implement innovative contracting techniques 4) setting up a program to reward states and metropolitan areas for on-time project delivery while maintaining standards for review, public involvement, and other elements of the process. Funding availability and performance measurement were identified as resource constraints for these proposed ideas

around collaboration. The sections that follow highlight both current and future initiatives to incorporate collaboration into transportation practice.

2.6.1 Regional Transportation Operations Collaboration and Coordination

Regional transportation operations activities depend on collaboration, coordination, and integration to be effective. In 2001 the Federal Highway Administration hosted a summit on Linking Planning and Operations. The result was guidance developed to help managers and officials involved in regional operations collaboration and coordination understand what it is, why it is important, and how to get started (FHWA, n.d.).

The framework of regional operations collaboration identifies five key elements that are associated with successful regional operations collaboration and coordination activity – structure, process, produces, resources, and performance. The key elements of this collaborative framework are interconnected. "The framework creates structures through which processes occur that result in products. It implies a commitment of resources needed to initiate and sustain regional collaboration and coordination and for implementing agreed upon solutions and procedures. The collaborative spirit is motivated by a desire for measurable performance". The key conceptual elements of the collaborative framework for transportation operations are further described below on Table 2-2.

Table 2-2 – Five Major Elements of the RTOCC Framework

Framework Element	Description	Example
Structure	Set of relationships institutions and policies that shape activities	The form, responsibilities and authorities that exist within the "regional table" or within the decision-making process

Processes	Formal and informal activities performed in accordance with written or unwritten, but collaboratively developed and accepted, policies involving multiple agencies in a region (how the regional table works)	How the "regional table" or decision-making process works
Products	The results of collaboration and coordination processes	Baseline performance data, current performance information and operating plans
Resources	Financial and non-financial support available within the region	Staff, equipment, and dollars
Performance	Regional track record for achieving its goals and objectives	Monitoring and improving system performance

A key component of the framework for regional transportation operations collaboration and coordination is a self-assessment tool that provides regional managers with a better understanding of what already exists in their region, and what additional action is needed to improve collaboration and coordination (Office of Travel Management, 2004). For the five key elements, the framework defines a range of approaches from "Less Formal to "More Formal" that regional managers cans use to help identify where they are and where they need to go. For example, collaborative structure is dependent on the needs of the region, existing institutional relationships and processes, and the vision for the region. The effective development of a regional transportation delivery program requires a formal framework to link the actions of many jurisdictional representatives. The framework for Regional Transportation Operations Collaboration and Coordination offers a foundation upon which to expand ongoing efforts in the transportation planning practice.

2.6.2 Regional Models of Cooperation

In 2014, the FHWA and the Federal Transit Administration (FTA) sent a letter to the Executive Directors of the MPOs and the heads of the State Departments of Transportation (State DOT) encouraging them to give priority to three priority areas in their statewide

planning and research programs including: MAP-21 Implementation, Regional Models of Cooperation, and Ladder of Opportunity. FHWA's impetus for promoting regional models of cooperation is the improvement of transportation decision making, and an explicit effort to meet the performance-based requirements of MAP-21. State DOTs, MPOs and public transportation providers are therefore encouraged to adopt a coordinated approach to transportation planning.

The EDC-3 Regional Models of Cooperation initiative builds on the 3-C transportation planning process. The "continuing, cooperative, and comprehensive (3-C) transportation planning process" (FHWA and FTA 2007) conducted in metropolitan planning areas is intended to facilitate cross-boundary and multipartner collaboration. The 3-C process should constitute a collaborative partnership among MPOs, States, and providers of public transportation. Breakdowns in the 3-C process have resulted in project delay, economic losses, and a reduction in quality of life. The RMOC initiative seeks to provide more formalized guidance for how to implement, structure, and measure successful collaborative processes. The RMOC provides a framework and process for DOTs and MPOs to develop multi-jurisdictional transportation plans and agreements to improve communication, collaboration, policy implementation, technology and performance management across boundaries. Multi-jurisdictional planning benefits the public through infrastructure system operations, safety, and economic performance, reduced traffic congestion and more livable communities. Using regional models of cooperation therefore has the potential to save time and money through shared resources and improved decision-making.

2.6.3 The Transportation Performance Management Framework

The Transportation Performance Management Framework (TPMF) (FHWA, 2016) is the one of the most recent contributions to the practice of performance-based transportation planning. The framework and guidebook identifies actionable steps that transportation practitioners can use to enhance performance management practices by focusing on people, processes, and technology. The TPMF is centered around six practical steps of a transportation performance management process: (1) a strategic framework, (2) target setting, (3) performance-based planning, (4) performance-based programming, (5) monitoring and adjustment, and (6) reporting and communication. In what can be considered an effort to address the institutional framework and environment (Miller and Meyer, 2015) of the transportation planning process, the TPMF outlines how these six process components must be accompanied and supported by four organizational elements that promote effective communication and interaction among various stakeholders, both internal and external to a transportation organization (FHWA, 2016) – Element A: Organization and Culture; Element B: External Collaboration; Element C: Data Usability and Element D: Data Analysis. In the TPMF, external collaboration and coordination refers to the established processes to collaborate and coordinate with agency partners and stakeholders on planning/visioning, target setting, programming, data sharing, and reporting; allowing agencies to leverage capabilities and resources.

Element B calls for the building of social capital within a network of agency partners and stakeholders by developing established processes to engage and collaborate on planning/visioning, target setting, programming, data sharing, and reporting. A holistic approach to planning, often referred to as integrated planning, considers all sectors, and therefore stakeholders during planning. The engagement of a more broadly defined set of

stakeholders allows for the development of more effective performance measures, and the collection of more comprehensive data needed to achieve performance-based planning goals (FHWA, 2013).

2.6.4 State of Practice Summary

Nearly a decade after the FHWA formally defined regional transportation collaboration, external collaboration and coordination has now been included in the transportation performance management framework. Though the TPMF articulates the need for external collaboration and coordination to achieve performance goals and objectives, it does little to outline what regional transportation collaboration should look like, describe how it is achieved, or how it can be sustained. The assumption it would appear, is that transportation practitioners simply know what effective collaboration is, how to achieve it, and how to support it. Collaboration however, it not simply a theory embedded within transportation performance management. It is a stand-alone construct, and arguably should be treated as such, with specific dimensions that define it, benefits that can be derived from it, risks and barrier to its success, and associations to performance as described this literature review.

2.7 Moving Past the Literature – Improving Practice

This research is informed by a vast body of work in transportation and in fields external to but related to the transportation discipline. Failures in practice, and the opportunity to inform practice by theory have prompted this work. This research contributes to the body of knowledge by pulling together literature that is relevant to the use of partnerships within the transportation context. The focus here is on pulling together

the concepts of collaborative governance, transportation planning, and performance and embedding them within a performance-based transportation planning context. The goal is to further advance a knowledge-base and to offer a blended conceptual framework that links performance and collaboration as interlinked constructs for use in practice. Findings from this literature review reveal the following:

1. Collaboration is a component of transportation performance management, though under-developed;

2. Successful collaboration is the result of internal and external enablers;

3. High performing inter-partnerships place an emphasis on relationships and processes;

4. There is a renewed effort within transportation practice to develop tools that support the implementation and understanding of collaboration.

The literature has informed the development of the conceptual framework, and formulation of research questions and research opportunities presented in this dissertation. A summary of the gaps identified in each of the four core areas of the literature: inter-organizational partnerships, collaborative governance, transportation planning and performance, and construction management are presented below.

Greater attention is now being placed on organizational structures and cultures that encourage interactions between agency staff, external stakeholders, and the public at large within performance-based transportation planning. **In this study of stakeholder partnerships collaboration and performance are two key areas of focus.**

As identified in the review of practice presented here, the FHWA has begun to think about the role of collaboration in a formal performance framework as presented in the TPMF. The study of inter-organizational partnerships as a vehicle for collaboration within a transportation and decision-making context, can therefore contribute to the body of knowledge focused on collaborations. Collaboration and cooperation, key conceptual components of the MAP-21 transportation legislation, are now more accepted in practice as standard operating procedure (though not always effectively done). As transportation practice leans towards greater cooperation, there is a greater need for the dissemination of information about effective practices for engaging, regional, local, and state partners. Theories of collaboration (as reflected in collaborative governance) and performance hold many similarities. Performance however, particularly under MAP-21, has emerged as a core concept for transportation agencies, while collaboration has been left as "something that just happens". If the performance literature holds fast to the mantra that what gets measured, gets done," then why is it that we expect that collaboration will happen, and happen in a manner that yields explicit results without formalized tools, measures of effectiveness, or guidance? The performance framework is explicit about the measurement of impacts, and the assessment of inputs. The PBPP requires that agency partners consider the responses to four key questions: Where do we want to go? How are we going to get there? What will it take, and How did we do? (PBPP 2013. The PBPP however fails to ask Which partners will (internal or external) will we have to collaborate with and what will that partnership have to look like for enhanced performance? This research begins to address this question. With the emerging practice of partnering, as a vehicle for collaboration and as a means for achieving program project goals, both in

transportation and in other fields, there is a need to merge these existing conceptual ideas into one body of knowledge that is available to transportation practitioners and academics alike.

The construction literature, as presented here, offers some narrative about collaborative tools, coordination activities, and collaboration strategies that have proven effective between contractors, subcontractors, and owners of construction projects. This work adapts this literature and builds on existing findings to address the bolster limited information available on formalizing coordination activities, collaborative tools, and collaboration strategies for regional stakeholder partnerships. The goal however, is not merely to study partnerships and the collaborative working within them, but also to study the performance of these partnerships. Existing models of transportation performance are not often applied to an inter-organizational context. This research through the study of partnerships will apply existing literature on transportation to an inter-organizational context.

Collaboration has been cited in the literature as improving outcomes that involve multiple stakeholders and agencies. As agencies continue the explicit pursuit of collaborative strategies that involve multi-jurisdictional partnerships, there is a growing need for theoretical guidance and tools to support partnerships, with a knowledgebase of best practices to inform future actions. Having been placed firmly in the existing literature around partnerships, collaboration, and performance, this research has the potential to inform practice with theory. It is expected that this research will not only draw parallels between research and practice but identify any differences by investigating what is being

done currently to advance cooperation and collaboration and to offer suggestions for improvement based on findings from the literature.

In summary, the multi-disciplinary literature around inter-organizational collaboration and performance offers guidance for the advancement of collaboration and coordination in transportation practice. Within transportation practice, collaboration often happens in an ad-hoc manner with the expectation that positive outcomes will be achieved. This literature review outlines existing theory around collaboration demonstrating that there is in fact theory that transportation professionals can use to support their collaborative pursuits moving forward, as described below:

In the collaborative governance, public administration, and public policy literature, considerations for effective collaboration include the following:

- Formal vs. informal governance

- Reasons for forming the collaboration – legislative mandates, administrative mandates

- Resource sharing

- Capacity building and strong relationships

- Leadership and accountability

- Shared goals and vision

- Communication quality

In construction, considerations for effective partnering include the following:

- Joint objectives
- Team building activities
- Conflict resolution strategies
- Willingness to share resources
- Clear definition of responsibilities
- Management support
- Mutual trust
- Long-term commitment
- Adequate resources

In transportation, considerations for effective collaboration include the following:

- Interpersonal relationship
- Resource
- Goals and needs
- Leadership
- Collaborative tools
- RTOCC: process, structure, governance, resources, and performance

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CHAPTER 3. CONCEPTUAL FRAMEWORK

3.1 Introduction

This section provides additional details regarding the regional transportation collaboration (RTC) framework; the conceptual framework that guides the analysis and discussion completed in this dissertation research. The dimensions and characteristics included in the framework are defined, and the sources contributing to the selection of framework components identified.

The RTC framework can be viewed as a realistic evaluation framework (Tilley and Pawson, 1997). As such, the RTC framework should be considered a theory driven evaluative framework that can be used to examine the perceptions of outcomes produced by specific interventions, and better understand what is significant about the varying conditions under which interventions are implemented, and outcomes are produced. (Tilley, 2000). The theory upon which the RTC framework is based range across more than one discipline and include a variety of theories (Phillips and Pugh, 2010). For example, in transportation a realistic evaluation framework, the PICMO (problem-intervention-context-mechanism-outcome) framework (Smith-Colin et al., 2015) was developed based on evidence-based theory, and is being used to understand the relationships between interventions and outcomes in transportation asset management.

Research that addresses policy and practice questions in relation to complex phenomena seeks to identify which components (dimensions and characteristics) related to the phenomena are most effective in particular situations. The realistic evaluation approach

involves the identification of 'context mechanism, outcome' (CMO) patterns (Tiley, 2000) or 'problem, intervention, context, mechanism, outcome' (PICMO) patterns (Smith-Colin et al., 2015) that allow for a deeper understanding of what works in different circumstances (Tilley, 2000). A key component of CMOs is consultation with relevant stakeholders responsible for implementing, operating and participating in interventions. Analysis guided by a realistic evaluation framework not only seeks to investigate outcomes to see if the implementation of an intervention works, but seeks to analyze the outcomes to discover if the mechanism or context theories are confirmed (Linsley et al., 2015). This research intends to not only provide an analysis of performance-collaboration activities, but seeks to offer strategies to improve current and future programs outcomes.

3.2 The Regional Transportation Collaboration Framework Overview

In the RTC framework, collaboration serves as a theoretical predictor of performance – system (safety) performance and inter-organizational (coalition) performance. Inter-organizational performance represents performance within the coalitions, while system performance represents the performance of the transportation system which in this analysis is reflected in safety performance measures. The RTC framework was developed following a review of existing theories and literature as discussed in Chapter 2, observations made while participating as a citizen member of the Atlanta Regional Commission (ARC) project delivery task force during the spring, summer, and fall of 2015 as discussed in (Smith-Colin et al., 2015), and experiential knowledge gained from three years working with the Florida Department of Transportation (FDOT) as a liaison to federal and local transportation partners. Literature informing the development of the RTC framework included 1) transportation planning and performance, 2) collaborative governance (public

policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management). The RTC framework was also informed by other frameworks, discussed in Chapter 2, including the integrative framework for collaborative governance (IFCG) developed by Emerson et al. (2012); the transportation performance management framework (Nesbitt, 2015), the regional transportation operations collaboration and coordination framework (Office of Travel Management, 2004); the collaborative decision-making framework (National Academies, 2012), and the inter-organizational collaborative capacity framework (Hocevar et al., 2011).

These frameworks outline processes that either help to build sustained relationships, develop agreements across boundaries, assess collaboration health, or enhance performance management practices, but none explicitly investigates the associations between high performance outcomes and collaborative working in an integrated manner. None begins from a position of performance and seeks to understand the differences between the collaboration activities of a high performer as opposed to an emerging performer in an effort to diagnose operations within the performance-collaboration system, while offering suggestions for improvement. The development of a new integrated framework that allowed for the investigation of collaboration and performance as interlinked constructs was therefore necessary.

The RTC framework, shown in Figure 3-1, consists of two main components the collaboration construct and the performance construct. The framework constructs and the dimensions included in each construct are discussed in the sections that follow.

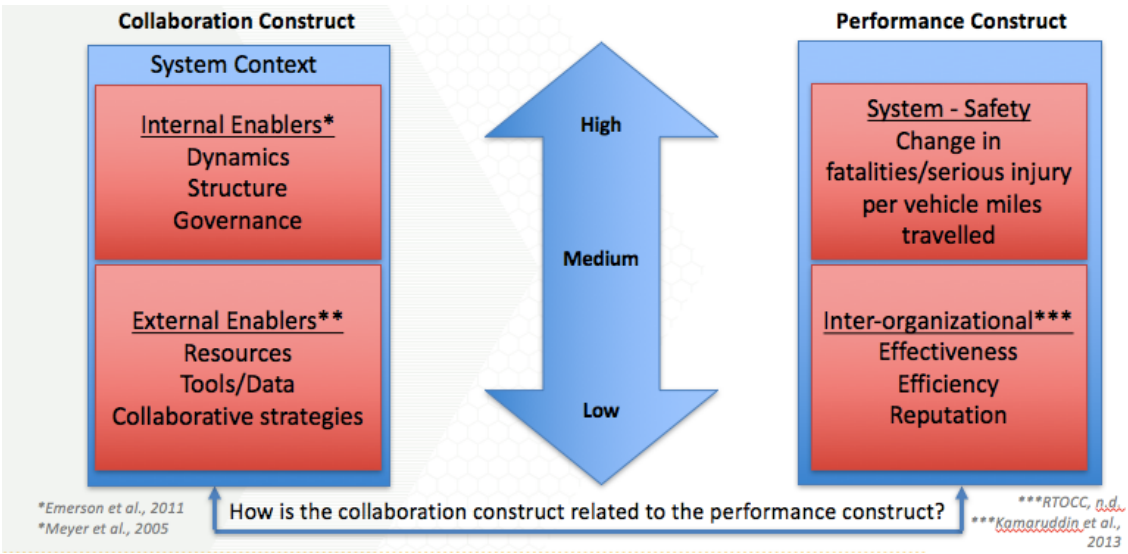

Figure 3-1 – The Regional Transportation Collaboration Framework

3.3 The Collaboration Construct

Collaboration can be viewed as a process of interaction among a group of organizations, working together towards commonly held goals, to achieve outcomes of joint interest and impact. Based on the literature review, inter-organizational collaborations may be defined by three key features - the system context, internal enablers, and external enablers. These features are defined below:

- *System Context*: The general environment in which the collaborative partnership is embedded.

- *Internal enablers* – Characteristics of the human behavior, relationships, business approach, and hierarchy that make the collaborative partnership possible

- *External enablers* – Conditions and artifacts made available to the collaborative partnership, and actions taken relative to these artifacts to sustain and enhance the partnerships performance.

The system context is the general environment within which the collaboration or partnerships is embedded and is defined by the opportunities, and constraints that support desired outcomes (Bryson et al., 2006) and (Emerson et al., 2012). Internal enablers include the collaborative dynamics or continuously changing interactions within the partnership or how the partnership interacts (Emerson et al., 2012) and (Meyer et al, 2005), governance (often referred to as processes) consists of the series of steps taken by the partnership to conduct its business (Thomson et al., 2009) and (Markiewicz, 2016), and structure consists of the vertical and/or horizontal arrangement of relationships within the partnership (Hocevar et al., 2011) and (RTOCC, n.d.). A deeper investigation of the role of dynamics was not conducted as part of this research.

External enablers made available to the collaborative partnership include its resources, tools/data, and strategies. The resources are the stock or supply of money, materials, and staff and other assets that can be drawn upon by the collaboration to function effectively (RTOCC, n.d.) and (CDMF, 2013). Tools/data include collecting and analyzing transportation data through common means which reduce costs and provide richer datasets (Markewicz, 2016). Finally, the collaborative strategies are the actions and associated devices used to achieve the stated goal of collaboration (RTOCC, n.d.) and (CDMF, 2013). Collaborative strategies represent strategies identified as improving transportation system performance adopted from Bauer et al. (2007). These strategies support the collaborative effort that agencies use to achieve their collective goals and objectives and include the

collaborative pursuit of funding, sharing joint expertise and learning, coordinating communication and delivering a consistent message, using common procedures and plans, jointly measuring performance, sharing transportation information and data, sharing resources, and conducting joint implementation. Table 3-1 provides a summary of the collaboration construct, its components and dimensions.

Table 3-1 – Collaboration Construct and Dimensions

Framework Component/ Dimensions	Definition
System Context	The general environment in which the collaborative partnership is embedded.
Internal Enablers	Characteristics of the human behavior, relationships, business approach, and hierarchy that make the collaborative partnership possible
Dynamics	continuously changing interactions within the partnership/how the partnership interacts
Structure	the vertical and/or horizontal arrangement of relationships within the partnership
Governance	the series of steps taken by the partnership to conduct its business/ how the partnership does business
External Enablers	Conditions and artifacts made available to the collaborative partnership, and actions taken to sustain and enhance performance
Resources	the stock or supply of money, materials, and staff and other asset drawn upon to function effectively
Tools/Data	collecting and analyzing transportation data through common means which reduce costs and provide richer datasets
Strategies	the actions and associated devices used to achieve the goal of collaboration

3.4 The Performance Construct

When regional partners work together collaboratively, benefits are not only realized not only in the services delivered to the public, but in day to day operations (Bauer et al., 2007). As such, in this research, performance is characterized in terms of system or safety

performance dimensions (RTOCC, n.d.), and inter-organizational or coalition performance dimensions (Kammaruddin et al. 2013). System performance and inter-organizational performance are typically related to goals for the infrastructure being managed and agency goals, and should be informed by specific objectives outlined for the collaboration or partnership **(**RTOCC, n.d). These measures are often context dependent, and as such clearly articulated goals and objectives are needed to effectively capture performance. Given that the regional safety coalitions studied in this research have a goal to reduce serious injuries and fatalities within their region the system performance dimension included in the conceptual framework is change in fatalities/serious injury per vehicle miles travelled. The inter-organizational performance dimensions included in the conceptual framework are effectiveness, efficiency, and reputation as defined by Kamaruddin et al (2013).

Table 3-2 – Performance Construct Dimensions

Framework Dimension	Definition
System Performance	Related to goals for the infrastructure being managed, and informed by specific objectives outlined for the collaboration
	change in fatalities/serious injury per vehicle miles travelled
Inter-organizational Performance	Related to goals for the agency or inter-organization, and informed by specific objectives outlined for the collaboration
Effectiveness	inter-organizational effectiveness in terms of achieving its goals or objective (Kammaruddin et al., 2013).
Efficiency	ratio of resources made available to the group compared to the group's ability to achieve stated goals (Kammaruddin et al., 2013).

Reputation	member and external partner perceptions of the coalition; external perception of partnership on (Kammaruddin et al., 2013).

3.5 Collaboration Construct Impact Pathways

Critical to the investigation of the conceptual framework is an understanding of how the collaboration construct is perceived to impact the performance construct. The impact pathways described in Table 3-3 outline these relationships, and how the collaboration dimensions are identified in the literature as supporting desired outcomes. Chapter 4 describes the research approach and methodology used to investigate relationships in the RTC framework.

Table 3-3 – Framework Dimensions and Impact Pathways

Dimension	Impact Pathway	Sources
System context	An environment of support, opportunity, and limited constraints supports outcomes	Bryson et al., 2006; Emerson et al., 2012
Dynamics	Greater trust and sense of reliance facilitates collaboration and supports outcomes	Ansell and Gash, 2008; Emerson et al., 2012; Chinowsky et al., 2017
Structure	Formalized rules and procedures within a flexible structure supports outcomes	Bryson et al., 2006; RTOCC, n.d.; Markiewicz,2016
Governance	Inclusive or decentralized governance, as opposed to exclusive or centralized decision making supports outcomes	Thomson et al., 2009; Markiewicz, 2016; RTOCC n.d.
Resources	Access to joint and shared resources, and use of these resources facilitate outcomes	Hocevar et al., 2011; RTOCC, n.d.
Tools/Data	Access to joint and shared tools/data, and use of tools/data facilitates outcomes	Markiewicz, 2016
Strategies	Frequent use of collaborative strategies supports outcomes	RTOCC, n.d.

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CHAPTER 4. RESEARCH APPROACH AND DESIGN

4.1 Introduction

This research used an inductive or "theory-first" approach (Miles et al., 2014), to refine, specify, and elaborate upon theory by building typologies using a small-N number of cases (Vogt et al., 2014); a small-N number of cases is generally thought of as 3 to 15 cases. Nine regional safety coalitions were investigated in an iterative process that included the separate and sequential analysis of datasets in a combined research design. In this research, the combined research design included semi-structured interviews, the administration of a survey, and a comparative analysis of the nine regional safety coalitions. Components of the research were kept separate until the final analysis which focused on defining typologies, identifying building blocks, and providing implementation guidance to practitioners working to improve performance outcomes through collaborative strategies and actions.

This research focused on solving a specific problem in the real world, and as such brings together all the intellectual resources that can be brought to bear on the solution (Phillips and Pugh, 2010). Such problems are viewed as messy or wicked problems (Rittel and Webber, 1973), not easily solved within the confines any one academic discipline. The performance-collaboration system can be viewed as wicked because it displays characteristics including a lack of definitive formulation, good or bad solutions rather than true or false solutions, lack of immediate and ultimate tests of solutions, and most importantly variations that can be explained in multiple ways (Rittel and Webber, 1973). This research therefore involved a variety of theories that ranged across more than one

discipline: transportation planning and performance, public policy and public administration, and construction management. Executing this research therefore involved defining the problem, discovering or creating the method, and identifying original problem solutions every step of the way (Phillips and Pugh, 2010).

A comparative study approach was used in this research to study the diversity of patterns (similarities and differences) across a small number of cases (Ragin and Amoroso, 2011). The goals of comparative research are to explore diversity (differences in patterns that exist across a specific set of cases), interpret significance, and advance theory. The frame used by comparative researchers to explore patterns is flexible and open to revision, and as such is useful for advancing theory around the topic being studied. In comparative analysis, researchers usually begin with a specific analytical frame or conceptual framework. The framework is then used to explain the diversity of conditions present across a set of cases that may have similar outcomes.

4.1.1 Background on Cases

The RTC framework is applied in this research to investigate safety planning cases. In response to MAP-21, Louisiana has worked diligently, since 2012, to develop nine regional safety coalitions. The State of Louisiana has adopted a collaborative regional approach towards safety planning, implementation and evaluation, through the formation of these nine regional safety coalitions. These coalitions therefore provide the opportunity for an embedded comparative analysis (Yin, 2016). An embedded comparative analysis involves the study of more than one unit or sub-unit embedded within the same context (Yin, 2016). Such studies involve an analysis of both the context and the phenomena. The

regional safety coalitions are expected to provide performance-based collaborative partnerships focused on implementing Vision Zero safety goals. The regional coalition is therefore the primary unit of analysis in this research. The nine coalitions included in the comparative analysis are the - 1) South Central Regional Safety Coalition, 2) New Orleans Regional Traffic Safety Coalition, 3) North Shore Regional Safety Coalition, 4) Acadiana Transportation Safety Coalition, 5) Capital Region Transportation Safety Coalition, 6) Northeast Louisiana Highway Safety Partnership, 7) Southwest Regional Safety Coalitions, 8) Central Louisiana Regional Safety Coalition, and the 9) Northwest Regional Safety Coalition. The research design is intended to support the comparative analysis of these coalitions. It is anticipated that findings from this analysis will begin an evidence-base that can be used to guide and support current and future performance-based collaborative partnerships within the safety performance area, and in other MAP-21 performance areas such as project delivery.

4.1.2 Argument for Case Selection

There are two primary approaches used in the selection of cases – most similar design and most different design (Przeworski and Teune, 1970). This terminology refers to either the similarity or differences in cases. The most similar systems design (most similar, different outcomes) is based on the belief that "a number of theoretically significant differences will be found among similar systems and that these differences can be used in explanation" (Przeworski and Teune, 1970). Restated this means that even cases that are the same have differences that allow for the investigation of outcomes. It is theorized that matching similar cases as much as possible allows for the control of variables related to the cases.

The nine regional coalitions embedded in the State of Louisiana, represent a most similar system design. Each coalition was formed in response to the adoption to the Louisiana Strategic Highway Safety Plan (SHSP). The vision for the Louisiana SHSP is to reach destination zero deaths on Louisiana roadways; the coalition's also share this vision. The mission of the SHSP is to reduce the human and economic toll on Louisiana's surface transportation system due to traffic crashes through widespread collaboration and an integrated 4E approach; the coalition's share this mission. The SHSP sets forth the strategies and actions that will help Louisiana achieve the vision and mission by targeting effective solutions at the State's most severe traffic safety problems; the coalition's select strategies and actions from the statewide list and adopt these strategies based on regional needs. The nine regional safety coalitions therefore provide an opportunity to the investigation of differences while controlling to the greatest extent possible for similarities.

4.2 Research Design

The research design includes four phases consisting of - Phase I: Conceptual Understanding; Phase II: Data Collection and Analysis; Phase III: Building Blocks and Typologies, and Phase IV: Guidance for Implementation, and V: Safety Performance Review. Activities undertaken to complete this research included a literature review, conceptual framework development, semi-structured interviews, survey dissemination and analysis, comparative analysis of cases and development of case profiles, case building block identification and typology development, development of implementation guidance, and safety performance review. Figure 4-1 outlines the overall research design. The remainder of this chapter provides additional details about the research phases and activities.

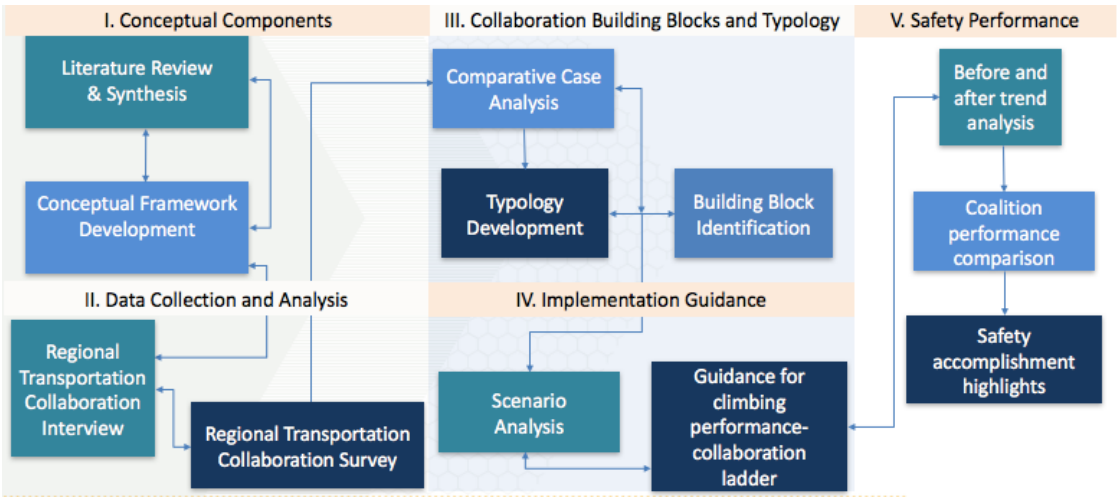

Figure 4-1 – Research Design

4.2.1 Phase I: Conceptual Understanding

4.2.1.1 Literature Review

To support the development of conceptual understanding, a literature review was conducted. The review and synthesis of literature included 1) transportation planning and performance, 2) collaborative governance (public policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management). Additionally, to develop an understanding of the case study context, literature on the international and national efforts supporting the Vision Zero initiative was reviewed along with regional safety coalition and Louisiana statewide documents. Case study documents reviewed included regional action plans for each of Louisiana's nine regional coalitions, websites and Facebook pages for each coalition, where available, meeting minutes for each coalition, and monthly progress reports generated by regional coalition leadership. Statewide documentation reviewed included the July 2017 Louisiana Strategic Highway Safety Plan Update, the Destination Zero Deaths website administered

by the Louisiana Department of Transportation and Development (LADOTD); documentation and research published by the Louisiana Transportation Research Center (LRTC), and data reports available through the Louisiana Highway Safety Commission (LHSC) Data Dashboard. This literature review is discussed in Chapter 2.

4.2.1.2 Conceptual Framework Development

The conceptual framework outlines the relationship between regional transportation collaboration and performance, and identifies the dimensions belonging to both the collaboration and performance constructs. The conceptual framework is informed by theories and concepts presented in the literature; experiential knowledge gained from observations of the project delivery task force, a group formed to support regional collaboration around project delivery, formed by the Atlanta Regional Commission, and professional experience gained from working at the FDOT as a liaison to federal and local transportation partners. Development of the conceptual framework is discussed in Chapter 3.

4.2.2 Phase II: Data Collection and Analysis

4.2.2.1 Regional Coalition Coordinators and State-wide Leadership Interviews

Regional coalition coordinator and statewide leadership interviews were conducted to gain a better understanding of the system context that each coalition operates within. Interviews were conducted with regional coalition coordinators between June 2017 and August 2017. A total of 11 interviews were conducted. Interviews were conducted with eight safety coalition coordinators (at the time of the interviews one coordinator position

was vacant), the Strategic Highway Safety Program Manager, an infrastructure and operations statewide emphasis area team leader, and a staff member at the Louisiana Transportation Research Center (LTRC). Each interview lasted approximately one hour. Interviews with the safety coalition coordinators focused on the structure, governance, resources, and performance of their respective regional coalitions. Interviews with statewide officials focused on the history and motivation for forming the regional coalition program. The SHSP Manager and LTRC staff also outlined ongoing activities within the coalitions related to performance measurement (measures, goals, and outcomes). To ensure the efficacy/usefulness of the interview questions, survey questions were first piloted with staff at the Louisiana Transportation Research Center who had in the past served in the role as a regional safety coordinator. Interview results are summarized in Chapter 5; names of the interviewees are included in the Appendix. Preliminary interview results and findings were used to refine survey questions administered to group members.

4.2.2.2 Regional Transportation Collaboration Survey

The Regional Transportation Collaboration survey was used to investigate member perceptions of each coalition's collaboration and performance construct. As such, the survey asked questions about the structure, governance, resources, tools/data and strategies used to facilitate collaboration within each coalition. Questions about structure (Hocevar et al., 2011; FHWA, 2004.), governance (Thomson et al., 2009; Markiewicz et al., 2016), resources (Ostrom, 1990; Meyer et al., 2005), and strategies (FHWA, 2004 and FHWA and AASHTO, 2014) were adopted from multiple sources. Coalition inter-organizational performance was captured in terms effectiveness, reputation and efficiency. Each inter-organizational performance area was assessed using questions adopted from Kamaruddin

at al. (2008). In their 2008 work Kamaruddin et al. characterized effectiveness as goal attainment, efficiency as the use of resources, and reputation as the widespread beliefs held by stakeholders. Each of these constructs is discussed in Chapter 3.

4.2.2.3 Data Integration and Analysis

The data integration and analysis step was used to integrate interview results dealing with system context, and survey results dealing with coalition member perceptions. The first step in the data integration process was the development of case narratives for each regional coalition. This involved summarizing the regional coordinator and statewide leadership interviews to identify the key characteristics of each coalition's system context. To support the development of case typologies, each coalition was coded with respect to each dimension/characteristic combination using a crisp-set scale or fuzzy scale. A crisp-set characterizes case membership as either in (1) or out (0), while a fuzzy scale recognizes fractional membership on an interval scale between 0 and 1 allowing for memberships such as, 0.5, or 1 (Ragin, 2006). Decisions about membership were made based on case knowledge, theory-driven literature, and interview responses. Survey results were aggregated and coded to create a survey profile for each coalition. Additional detail outlining interview coding is provided in Chapter 5 and survey coding in Chapter 6. The second step in the data integration and analysis was arranging the coded interview results and the coded survey results into truth tables. The arrangement of cases in a truth table allows for the comparison of similarities and differences. In comparative analysis truth tables help the researcher to determine the combinations of conditions that differentiate sets of cases. The examination of truth tables is intended to reveal the combination of

conditions that explain the presence of or absence of an outcome of interest (Ragin and Amoroso, 2010).

4.2.3 Phase III: Building Blocks and Typologies

To develop case typologies and to identify the building blocks, a between case analysis was conducted using the methodological approach of a comparative case analysis. Cases were classified based on the performance construct (effectiveness, reputation, efficiency), and then an analysis of collaboration construct dimensions and characteristics conducted in order to identify similarities and differences between cases of varying typology. This analysis led to the identification of foundational, tier 1and tier 2 building blocks for each dimension. Areas of future focus to improve coalition performance within typologies were identified. Also identified were areas for future focus for coalitions interested in moving between typologies.

4.2.4 Phase IV: Implementation Guidance

A scenario planning analysis (Schwartz, 1991) was used to identify concrete actions that coalitions could take to move up the ladder of performance. Through a re-engagement with regional coordinators, coordinators were challenged to take an imaginative leap in the future (Schwartz, 1991). Potential challenges and opportunities for success were identified, and guidance offered for climbing the performance-collaboration ladder. The scenarios reviewed included an above average performing coalition climbing to a high performer status. Implementation guidance is provided in Chapter 8.

4.2.5 Phase V: Safety Performance Review

To assess regional coalition safety performance, the Louisiana High Safety Commission's SHSP Level I Dashboard was used to identify "before and after" crash trends for the entire state and the coalitions of interest; this example focuses on the South Central and New Orleans coalitions. Data indicating changes in contributing factors as a percent of total fatalities and severe injuries, were used to identify the before and after trends. Evaluating safety system performance outcomes, is an integral part of assessing the performance-collaboration-system -- in terms of characterizing long-term outcomes. As not all coalitions had existed for long enough to be included in the performance review, the analysis outlines an approach to be used when appropriate data is available for statewide evaluation. The safety performance analysis is presented in Chapter 9.

4.3 Data Verification and Validity

The RTC interviews were administered to eight regional safety coordinators. Interview questions were previewed by, and feedback received from, staff at the LRTC to ensure construct and content (internal) validity of the questions, that is whether the interview questions were applicable to the regional coalitions (Vogt et al., 2014). Interview responses served as cross-validation for survey responses (Vogt et al., 214) by offering the opportunity for agreement and/or disagreement with a secondary source of data.

Coalition results from both the interviews and survey were verified through a secondary consultation with regional coordinators. Those consulted were asked to verify data reported about system context for their coalition. Coordinators were also asked to provide feedback about perceptions expressed by their members on the survey instrument.

Coordinators were asked specifically about the extent to which they felt responses were reflective of their group, and to offer opposing or supporting views where appropriate.

Shenton (2004) described an additional approach to assessing data and results quality that consisted of four points of evaluation – credibility, transferability, dependability, and confirmability; this approach is often considered most relevant to research consisting of qualitative data analysis and narrative. The approach described by Shenton (2004) considered data credibility – or how congruent the data was with reality; transferability – or the extent to which the data is applicable is relevant to multiple contexts; dependability – or the extent to which results are repeatable, and confirmability – the extent to which limitations are acknowledged. Figure 4-2 identifies steps taken in this research to meet the evaluation criteria outlined by Shenton.

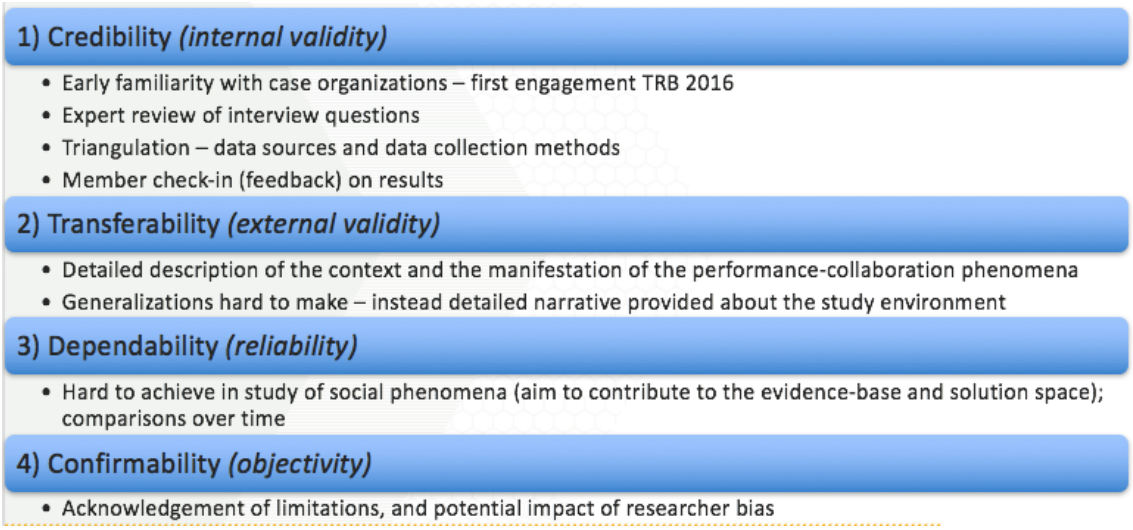

Figure 4-2 – Data Quality Analysis Criteria

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CHAPTER 5. REGIONAL TRANSPORTATION COLLABORATION INTERVIEWS

5.1 Introduction

This chapter provides an overview of the findings resulting from the RTC interviews held with the regional safety coordinators; the Southwest coalition was not included in this data collection effort as the regional coordinator position was vacant at the time. The purpose of the RTC interview was to gain a better understanding of how regional coalition members collaborate, which partners are engaged in the coalition, how the coalition operates, and to identify system performance and/or inter-organizational performance benefits of coalition activities. The RTC interviews therefore served to understand the broader system context (Emerson et al., 2012) (Bryson et al., 2006), described in Chapter 3, that the coalition operated in. This chapter summarizes the main characteristics of the system context for each coalition, and presents best practices uncovered during interviews with the regional safety coordinators. The RTC interviews were the first steps in the sequential effort to understand the dimensions of the collaboration and performance constructs within each regional safety coalition.

5.2 RTC Interview Design and Administration

The RTC interview protocol was organized into three sections 1) respondent/coalition profile, 2) structure-governance-resources, and 3) collaborative governance. The respondent/coalition profile was used to learn more about the regional safety coalition coordinator and the coalition – name, primary roles and responsibilities of

the coordinator, length of time that the coordinate had worked for the coalition, coalition background or position prior to joining the coalition, and the primary emphasis area of the coalition. The structure-governance-resources section of the interview protocol asked the age of the coalition, the number of members, number of sub-committees, frequency of meetings, and whether coalition locations were fixed or rotated. Questions were also asked about the decision-making process within each coalition, opportunities available for members to participate in meetings either in person or virtually, and the use of by-laws in governance. Resource questions asked about man-power and financial resources, while performance questions asked about performance tracking practices and mandates. Collaborative governance questions were informed by work done by Emerson et al., (2012), and sought to understand the drivers, motivation, inputs, outputs, and outcomes of the coalition activities. Finally, coordinators were asked about challenges facing their coalition and/or the coalitions in general, as well as the benefits of the coalition activities. Figure 5-1 and Figure 5-2 provide samples of the interview protocol. The complete interview protocol can be found in the Appendix.

A. Respondents Profile

1. Name:
2. Which safety coalition do you work with?
3. How long have you worked with your coalition as the safety coordinator?
4. What is are your primary roles and responsibilities as a safety coordinator?
5. What is the primary strategic area of focus for your safety coalition?

Figure 5-1 – Exerpt from Interview Protocol Section A

B. Structure-Process-Governance

- Linking system performance with specific dimensions of the collaborative framework developed

1) Context

LENGTH: How long has the coalition existed for?
PURPOSE: For what purpose was the coalition formed?

2) Structure

ACTORS: What type of actors are involved in the coalition
FREQUNCY: How often does your coalition meet?
COMMITEES: Does the coalition have sub-committees?
LOCATION: Are coalition meeting locations fixed

Figure 5-2 – Except from Interview Protocol Section B

5.3 Overview of Coalition Case Profile

In this section, an overview of the interview results for the eight regional safety coalitions is presented. Results are presented as a coalition case profile summary. The summary consists of an overview, findings related to structure-governance-resources, findings related to performance, a summary of the challenges faced by the coalition, and benefits resulting from the coalition activities. A review of the overall system context is

presented, followed by a review of the individual coalition. Full RTC case profiles for each coalition are presented in the Appendix.

5.3.1 Overview

The regional safety coalitions were formed in response to the SHSP or the Strategic Highway Safety Plan. In their current form the oldest coalition is approximately 7 years old (South Central), and the youngest approximately 2 years old (Northwest). Two coalitions however existed prior to the implementation of the SHSP (South Central and New Orleans); the members of these coalitions worked together as safe community partnerships which formed in the late 1990s and have therefore worked together for upwards of 18 years. The current coordinators have worked for their coalitions for a period ranging from less than one year (New Orleans and Central), to a period of up to over 4 years (South Central). Taking into consideration the ratio of number of years that the coalition has existed to the number of years that the coordinator worked for the coalition, and considering the history of coordinators for each coalition, half of the coalitions were found to have coordinator stability (example – South Central and Acadiana) and the other half coordinator instability (example – Capital Region and Acadiana).

The background of the coordinators is varied. Prior to serving in the coordinator role, coordinators worked for FHWA (Capital), were MPO staff (South Central and New Orleans), educators and administrators (Northwest), a graduate student (North Shore), public relations officer (Northeast), and at least one coordinator serves in an interim capacity and is also an MPO Director (Central). Prior to serving in the role as coordinator, regional coordinators had various levels of interaction with the regional coalitions. Some

served as coalition members, and at least one served as a regional coalition team leader. Others had no direct interaction with the regional safety coalitions but had extensive transportation safety and or planning experience either through practice and or education. Per the coordinators, the primary roles and responsibilities of the regional coordinator are described in Table 5-1.

Table 5-1 – Coordinator Role and Responsibilities

Coordinator	Roles and Responsibilities
Coordinator 1	Work with partners and stakeholder in identifying factors and ways to save lives on our roadways, and working towards reaching the TZD goals
	Attend strategic statewide meetings and work with federal, state, and local partners on all areas of interest to the coalition
	Prepare for and facilitate regional coalition meetings
	Attend and present SHSP materials to partners and at workshops (public outreach)
	Track Action Plan progress and implementation
	Disseminate information provided by state, federal, and LTRC partners to coalition members
	Manage and address safety concern forms
Coordinator 2	Ambassadors for the coalition
	Marketers for the coalition
	The primary mouthpiece for pushing legislation that comes from federal to state to local levels to the coalition members
Coordinator 3	Tying together a multi-disciplinary group to achieve the goals of reducing tragic fatalities and crashes
Coordinator 4	My primary role and responsibilities – create awareness of transportation safety
	Explain the regional plan to local stakeholders
	Which is to keep us all safe on the roads by 2030
	What are the regional goals, and how best to implement the goals
Coordinator 5	Trying to build the coalition; the coalition is an evolving entity; some partners area active and participatory
	Building and strengthen the coalition
	Identify new opportunities
	Tackle a new area of focus
	Trying to best mesh in with what coalition partners are already doing

	Trying to keep the coalition members best engaged without creating an additional burden or disincentives them with overburden some bureaucracy; This is a collective position; Aligning the coalition goals with the broader organizational goals

The activities and work of the coalitions are all data-driven and data-supported. The SHSP identified five priority emphasis areas for the state: infrastructure, impaired driving, young drivers, occupant protection, and bicycle and pedestrians; guidance related to a sixth emphasis area: distracted driving, is under development. Each coalition identified its priority emphasis area based on local data. Five out of the eight coordinators interviewed identified the infrastructure emphasis as their number 1 ranked emphasis area. Remaining coordinators identified bicycles and pedestrians and impaired driving as the primary emphasis areas of their coalitions.

5.3.2 Structure-Governance-Resources

Coalition meeting frequency ranged from monthly (Capital) to quarterly (eg. Acadiana and Northwest). Some coalitions had one sub-committee per emphasis area (New Orleans, North Shore, Capital, and Northwest), others have sub-committees for the coalition's top priority areas (South Central, Northeast, and Central), and still other coalitions have no sub-committees (Acadiana). In general, sub-committees are expected to facilitate more targeted goal setting and discussion around coalition activities by grouping members with like interests together. However, in some coalitions it is believed that all members have interests in all coalition activities/emphasis areas making the splitting of efforts counter-productive. Each coalition has anywhere from 1 to 3 team leaders per emphasis area that support the regional coordinator in their governance activities. Each coalition generally also has a champion. At least one coalition also has an executive

committee in place to support the coalition activities (South Central) creating various hierarchies of leadership across the coalitions.

The use of by-laws is uncommon across coalitions. Only one coalition indicated the use of by-laws (South Central), and this governance approach is a "carry-over" from the pre-SHSP days when the coalition operated as a safe communities partnership. Five out of eight coalitions have fixed meetings. The other three coalitions rotate their meetings, and only two coalitions provide opportunities for virtual participation in meetings.

Each coalition receives various levels of resource support in terms of staff time from its MPO. In some instances, employees from the MPO are able to directly bill their time to the activities of the coalition, and in other instances MPO staff volunteers time to the efforts of the coalition. Support received from MPO staff is often technical including data analysis and mapping, and transportation plan development. In other instances, the support is administrative including meeting coordination, grant application preparation, and marketing. In other instances, coalitions received support from the regional leadership of the MPO, which supported relationship building and partner development.

The LADOTD provides funding to the coalition in terms of salary support for the regional coordinator. The MPO houses the regional coordinator position and therefore offers staff support to the coalition as needed, or as outlined in the coalition contract. To support programming activities, each coalition then pursues varying approaches towards financial support. Public grants are available to the coalitions through competitive application, and most coalitions make use of this opportunity. Only two coalitions (North Shore and Northeast) indicated that they did not pursue competitive public-sector grant

applications. Several coalitions also supplement the financial needs for programming with private sector support (South Central, Capital, and North Shore). Coalitions therefore pursue a mix of both public and private sector funding. The coalitions that did not pursue competitive public-sector grant application also chose not to pursue private sector funding. Table 5-2 provides a summary of the system context attributes uncovered through the RTC interviews with the coalition regional safety coordinators.

5.3.3 Challenges and Benefits

Building and strengthening the regional coalitions can be a challenge as the coalitions are voluntary bodies, and as such tend to be constantly evolving entities. Given that the coalition is a voluntary organization, getting members to come to the table and keeping members engaged can be a challenge. Some partner members are active and participatory, while others are less so. For example, frequent transfers and relocations of law enforcement members, a reality in the enforcement line of work, can create turnover in the law enforcement members. Such turnover can lead to the frequent need for member on boarding. To improve coalition productivity, every effort is made to align coalition goals with the goals of member organizations. Goal alignment is a priority for many of the regional coordinators and the broader membership of the coalition. Efforts are also made to keep members engaged by reducing bureaucracy where possible.

Finally, the inherently information-intensive nature of the regional coalitions often creates undue burden for the regional coordinator. Lack of clarity around roles and responsibilities within the coalition compounds difficulties faced by the coordinators, and is somewhat a function of the less formal nature of the coalition structure. Helping

members understand their role in the implementation of the regional action plans, and decentralizing decision-making power is as such viewed as key to improving coalition productivity. In all cases, the greatest benefits cited for the coalitions are the impacts in terms of lives saved and injuries reduced. Coordinators also mentioned the opportunity to educate and create educators who then go out and spread the vision zero message.

Table 5-2 – RTC Interview Result Summary of System Context Attributes

Coalition Characteristic	South Central	New Orleans	Acadiana	North Shore	Capital	Northeast	Central	Northwest
Age of coalition (years)	7	6	4	3	5	3	2	2
Length of coordinator employment (years)	4	0	3	1	1	2	0	1
Coordinator stability (coalition age/coordinator employment)	Stable	Unstable	Stable	Stable**	Unstable	Unstable*	Unstable	Stable
Coordinator background	MPO employee	MPO employee	Not sure	graduate student	FHWA employee	news media and public relations	MPO Director - Interim	educator and administrator
Prior history with the coalition	Yes	Yes	Not sure	No	No	Yes	Yes	Yes
Existence prior to SHSP	Yes	Yes	No	No	No	No	No	No
Number of parishes	6	4	9	4	8	12	10	7
Priority emphasis area	Infrastructure	Bike/Ped	Impaired Driving	Infrastructure	Bike/Ped	Infrastructure	Infrastructure	Infrastructure
Frequency of coalition meetings	Quarterly	Bi-monthly	Quarterly	Quarterly	Monthly	Every other month	Every other month	Quarterly
Frequency of sub-committee meetings	monthly	as needed	not applicable	every 2 months	every other month	Once a month	unknown	quarterly
Number of sub-committees	2	5	0	5	6	4	4	5
Number of team leaders	1-2 per emphasis area	2 per emphasis area	2 per emphasis area	2 per emphasis area	2 per emphasis area	3 per emphasis area	2 per emphasis area	3 per emphasis area
MOU/Bylaws	Yes	No	No	No	No	No	No	No
Fixed or rotated meetings	Fixed	Fixed	Fixed	Rotated	Rotated	Fixed	Fixed	Rotated
Virtual participation	No	No	No	No	yes	No	yes	No
Billable MPO support								
Private sector funding	Yes	No	No	No	Yes	No	Yes	Yes

5.4 System Context Scores

Each coalition was assigned a system context score based on the RTC interview results. System context scores were generated using the coding rubric shown in Table 5-3. The coding rubric was structured such that the system context characteristics viewed as contributing most to collaboration and performance outcomes were coded as high (H) and given a score of 3. System context characteristics contributing the least to collaboration and performance outcomes were coded low (L) and given a score 1.

Table 5-3 – RTC Interview Coding Rubric

Coalition Characteristic	Low (1)	Medium (2)	High (3)
Age of coalition	2 to 3	4 to 5	6 to 7
Length of coordinator employment	0	1 to 2	3 to 4
Coordinator stability	Unstable		Stable
Existence prior to SHSP	No		Yes
Number of parishes	10 to 12	7 to 9	4 to 6
Priority emphasis area	Non-infrastructure		Infrastructure
Meeting frequency	Quarterly	Every other month	monthly
Sub-committees	0 to 3	4 to 5	6 or more
MOU/By-laws	No		Yes
Fixed or rotated meetings	Fixed		Rotated
Virtual participation	No		Yes
Private sector funding	No		Yes

For example, it was theorized that older collations would be more collaborative as they would have a longer history of working together. It was also theorized that coalitions that met more often would be more collaborative as they would interact more. Coalitions that rotated meetings were hypothesized to provide greater opportunities for participation

therefore creating a stronger collaboration (insert citation). Finally, consistent and stable leadership was hypothesized to have been related to a higher performing collaboration. Coalitions with a greater number of "high" system context characteristics were therefore coded as having a higher system context score. The system context coding is shown in the Appendix. The resulting system context scores for each coalition are shown in Table 5-4.

Table 5-4 – System Context Score by Coalition

Coalition	System Context Score
South Central	25
Capital	25
Central	23
Northwest	23
North Shore	22
New Orleans	20
Northeast	19
Acadiana	18

Based on the scoring in Table 5-4, the South Central and Capital regions have the most system context characteristics viewed as contributing to higher level collaboration and performance outcomes; each coalition has a system context score of 25, followed by the Northwest and Central regions, which each have system context scores of 23. North Shore rounds out the "top 3" with a system context score 22.

5.5 Discussion

Understanding the system context as depicted in the conceptual framework shown in Chapter 3, is necessary for understanding the environment that the internal enablers and external enablers of the collaboration construct operate within, and ultimately the performance-collaboration system as a whole. For example, do coalitions that pursue a

combination of private and public-sector funding appear to perform better than coalitions that only pursue public sector funding? Do coalitions that have had stability in their coordinator position appear to perform better than coalitions that have had coordinator instability? Understanding of the associations between system context and coalition performance contributed to the of building coalition typologies, and helped to elaborate upon the relationships represented in the conceptual framework. Ultimately the data from the RTC interviews were integrated with the data from the RTC survey to identify coalition building blocks and offer practitioner guidance. Chapter 6 discusses the results from the RTC survey.

5.6 References

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CHAPTER 6. REGIONAL TRANSPORTATION COLLABORATION SURVEY

6.1 Introduction

This chapter identifies associations between the collaboration dimensions of governance, structure, resources, tools/data, and strategies and coalition performance dimensions of effectiveness, reputation, and efficiency. These associations were identified based on an analysis of the regional transportation collaboration survey responses. The RTC survey was designed with the explicit intent to investigate and link perceptions of collaboration and coalition performance within each of the regional safety coalitions.

Collaboration has received increased attention in transportation practice and in other related domains (as discussed in Chapter 2), however the investigation of associations between collaboration and performance is less common, and very little guidance exists for how to undertake collaboration with a specified performance objective in mind. By analyzing member perceptions, this chapter highlights the similarities and differences between coalitions consisting of varying conditions, and achieving varying outcomes. Identifying these similarities and differences allows for the development of guidance, for improved collaboration and performance, that is practical and relevant to safety coalition practitioners, and those seeking to improve their performance-collaboration system.

Results presented below offer insights into the associations between performance dimensions and collaboration dimensions; performance dimensions and performance characteristics; collaboration dimensions and collaboration characteristics, and dimensions

and characteristics more broadly. Coalition typologies identified in this chapter allow for the subsequent identification of collaboration building blocks.

6.2 Survey Administration and Design

As discussed in this chapter, the RTC survey was used to investigate member perceptions of each coalition's collaboration and performance construct. The RTC survey was administered via Jotform.com and was made accessible to the members of the nine regional safety coalitions. The survey was distributed to regional safety coalition members via an email originating from the coalition's regional coordinator. The survey design included seven distinct sections each intended to allow for the investigation of the conceptual framework. Survey sections included respondents profile, structure-governance-resources, tools-data, strategies, and performance: effectiveness, reputation, and efficiency,

In general, the questions asked with respect to structure-governance-resources were worded as follows:

"please indicate the extent to which you agree/disagree with the following statements about the 'structure' of your regional coalition. My regional coalition….. ."

Responses were arranged on a scale from strongly agree - > strongly disagree.

Questions relevant to tools-data-strategies asked respondents to respond to statements about the following:

"frequency of availability of tools-data needed for success within your coalition."

Responses were generally arranged on a scale from strongly agree - > strongly disagree.

Questions asked with respect to strategies, asked respondents to identify the following:

"frequency of use of strategies within your regional coalition."

Responses were arranged on a scale from never - > frequently.

Questions with respect to performance asked respondents to:

"*please indicate the extent to which you agree/disagree with the following statements about the 'effectiveness or reputation or efficiency' of your regional coalition. My regional coalition….. ."*

Responses were arranged on a scale from strongly agree - > strongly disagree. A copy of the RTC survey is included in the Appendix.

Each question in the survey represented a specific characteristic of the dimension being studied. A characteristic can be thought of as the manner in which the dimension is operationalized in practice. Characteristics were extracted from the literature. Each question in the survey therefore represented an operationalized characteristic of its dimension per the literature. Governance and structure were represented by six characteristics, resources by four characteristics, tools/data by three characteristics, and strategies by eight characteristics. Table 6-1 provides a list of the characteristics

representing the structure and governance dimensions as an example. All other characteristics (questions) may be viewed in the RTC survey protocol in the Appendix.

Table 6-1 – RTC Dimensions and Characteristics - Sample

Dimension	Characteristic
Structure	Relies on the coordinator to organize activities
	Has a long history of working together
	Accomplishes what is necessary during meetings
	Can rely on members to complete assigned tasks
	Meets on a consistent basis
	Operates in a formal manner
Governance	Has clearly articulated roles and responsibilities
	Has the support of regional leadership
	Seeks member agreement before decisions are made
	Works well together to implement solutions
	Places an emphasis on building relationships
	Has a core group of member making decisions

6.2.1 Survey Descriptive Statistics

The survey was administered to approximately 460 individuals. Responses were received from 107 individuals representing a 23% response rate. Two respondents did not provide coalition affiliation and so were removed from the sample. The analysis was completed with the remaining 105 respondents. A sample summary of the survey respondent profile is shown in Table 6-2.

Table 6-2 – Respondent Profile

Profile Item	Response	Approximate Percentage
Team Leader	Yes	25%
	No	75%
Member age	Less than 1 year	20%
	1 to 2 years	50%

	3 years or more	30%
Partner Agency	State partners	33%
	City partners	14%
	Parish partners	15%
	Non profits	10%
	Other	28%
4E Representation	Engineering	41%
	Education	25%
	Enforcement	25%
	EMS	9%
Emphasis area	Infrastructure and operations	31%
	Young drivers	18%
	Occupant protection	16%
	Impaired driving	15%
	Bicycle and pedestrian*	14%
	More than one area	6%

**Bicycle and pedestrians has been adopted as an emphasis area by the New Orleans coalition*

6.3 RTC Survey Data Analysis Steps

Analysis of the survey responses required data aggregation, scoring, and benchmarking of coalition responses. Critical to this process was the recognition of dissenting or negative response. For this analysis, negative responses represented instances where respondents indicated a neutral, disagree, or strongly disagree response. Coding was therefore used to recognize both positive and negative characteristics of the coalitions thereby potentially pinpointing areas for improvement (Vogt et al., 2014). In general, the following steps were undertaken to prepare and analyze the survey data.

1. All responses to the survey were aggregated and counted by coalition.
2. For each question, the percentages responding strongly agree, agree, neutral, disagree, and strongly disagree were calculated.
3. Aggregated high, medium, low percentages were calculated – high (strongly agree), medium (agree), low (neutral, disagree, and strongly disagree).

4. High percentage was assigned a weighted score of 2, medium a score of 1, and low a score of -2.
    a. This coding scheme allowed the 'extreme' responses – high and low to have two times the weight of the medium responses yet have equal weights.
5. An aggregated weighted score for each question (characteristic) was then calculated for each coalition.
6. The characteristics for each dimension were then ranked.
7. An average weighted score was then calculated for each collaboration dimension and each performance dimension.
8. The weighted scores for the collaboration dimension of each coalition were then ranked and benchmarked relative to one another. The group median was used to benchmark score.
9. The weighted scores for the performance dimension of each coalition was then ranked and benchmarked relative to one another.
10. The collaboration construct for each coalition was then expanded to include its collaboration dimensions and its most highly ranked collaboration characteristics.
11. A performance-collaboration profile was then developed for each coalition which linked the performance ranking, collaboration ranking, and most highlighted ranked characteristics.

Steps 8 to 11 of the data aggregation and analysis process formed the foundational inputs to the development of the performance-collaboration typologies. The performance-collaboration profiles for each coalition are described later in this chapter. The aggregated and weighted scores for all characteristics by coalition can be found in the Appendix.

6.4 Overall RTC Survey Results and Findings

6.4.1 Overall Score Aggregation and Rankings

The aggregated collaboration and performance dimension scores for each coalition are shown in Table 6-3 and Table 6-4. High ranked scores are highlighted in green, medium ranked scores in yellow, and low ranked scores in red. Negative scores reflect a large percentage of disagreement with the question asked (i.e. characteristic of the dimension). In general, negative scores were assigned a low rank, with the the exception of the resources dimension for which all scores were negative. Least negative scores were therefore, awarded a higher rank.

Table 6-3 – Weighted Collaboration Dimension Scores by Coalition

Coalition	Collaboration Dimension Scores				
	Structure	Governance	Resources	Tools	Strategies
Southwest	-0.033	-0.033	-1.025	0.400	-0.338
Central	0.653	0.722	-0.646	1.083	1.000
South Central	1.241	1.222	-0.361	0.481	0.694
New Orleans	0.853	0.402	-0.632	0.686	0.103
Acadiana	0.259	0.796	-0.917	0.407	0.375
North Shore	0.733	0.717	-0.175	1.200	1.113
Capital	0.941	0.588	-0.618	0.961	0.824
Northeast	0.833	0.479	-0.594	0.708	-0.219
Northwest	1.038	0.987	-0.577	1.385	1.125
Median	0.833	0.717	-0.618	0.708	0.694

Table 6-4 – Weighted Performance Dimension Scores by Coalition

Coalition	Performance Dimension Scores		
	Effectiveness	Reputation	Efficiency
Southwest	-0.233	-0.283	-0.517
Central	0.625	0.931	0.917
South Central	1.056	1.185	1.037
New Orleans	0.255	0.461	0.029

Acadiana	0.833	0.426	0.389
North Shore	1.033	1.067	1.000
Capital	0.735	0.990	0.657
Northeast	-0.396	-0.083	-0.292
Northwest	1.026	1.231	1.128
Median	0.735	0.931	0.657

To determine the ranking of scores the median score for each of the dimensions was calculated and the coalitions benchmarked against one another as shown in Figure 6-1 and 6-2 respectively. High, medium, and low ranks were assigned through an iterative process of reviewing coalition dimensions, characteristics, and scores.

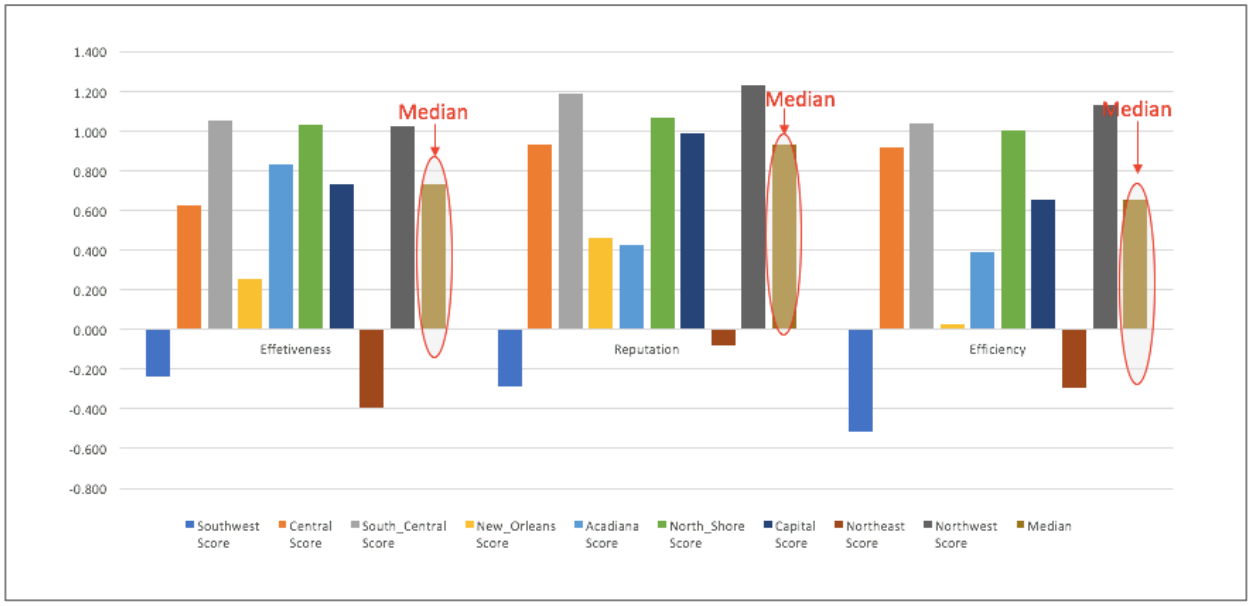

Figure 6-1 – Performance Dimension Rankings by Coalition

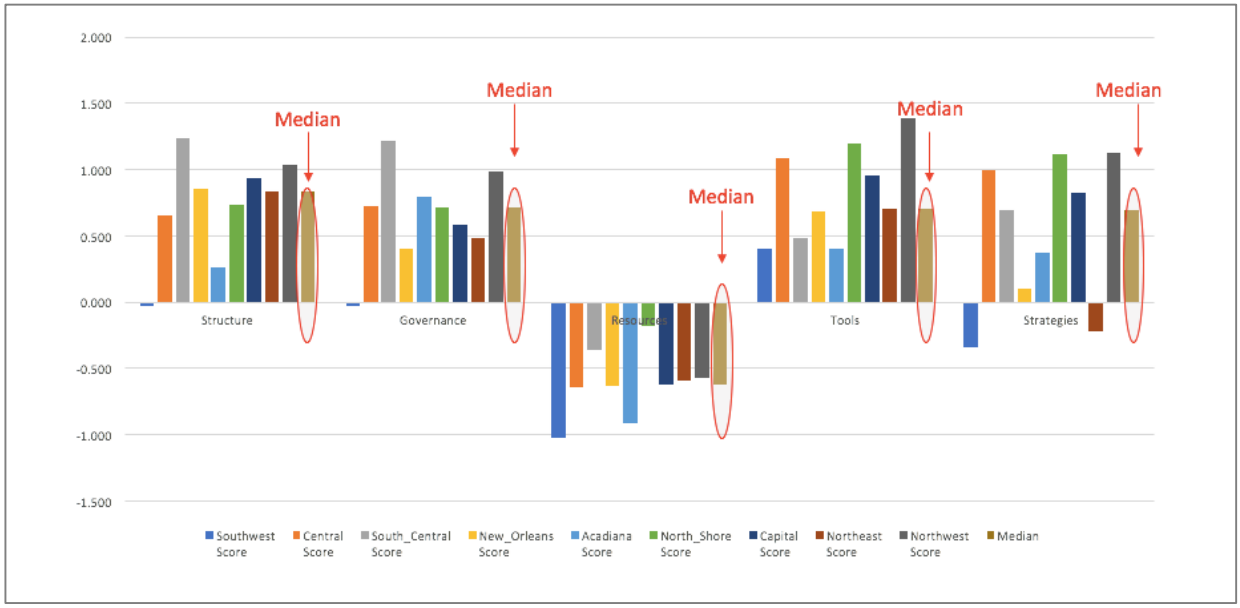

Figure 6-2 – Collaboration Dimension Rankings by Coalition

6.4.2 Characteristic Scores and Ranking

Following the aggregation of dimensions scores, the characteristics of each dimension were also ranked. It should be recalled that each dimension with the exception of strategies, is defined by six characteristics; strategies are defined by eight characteristics. The characteristics, as they are identified herein, relate directly to the questions asked in the RTC survey. The scores of the characteristics were aggregated and calculated as described in steps 2-6 of the data analysis process. Each characteristic was then ranked based on their aggregated score and special note made of the top 3 characteristics for each dimension of a given coalition. Table 6-5 shows an example of the characteristics, scores, and ranking, for the South Central coalition. Characteristics for both the performance and collaboration constructs were aggregated and ranked in this way. Remaining rankings may be found in the Appendix.

Table 6-5 – Sample Ranking of Characteristics by Coalition

Dimension	Characteristics	South Central Rank	North Shore Rank
Structure	Relies on the coordinator to organize activities	0.78	0.6
	Has a long history of working together	1.56	0.3
	Accomplishes what is necessary during meetings	1.11	1.1
	Can rely on members to complete assigned tasks	1.00	0.5
	Meets on a consistent basis	1.44	1.1
	Operates in a formal manner	1.56	0.8
Governance	Has clearly articulated roles and responsibilities	1.00	0.3
	Has the support of regional leadership	1.22	0.9
	Seeks member agreement before decisions are made	1.11	1
	Works well together to implement solutions	1.44	1.1
	Places an emphasis on building relationships	1.33	1.1
	Has a core group of member making decisions	1.22	-0.1

6.5 Performance-Collaboration Profiles by Coalition

The performance-collaboration profiles of the nine regional safety coalitions are presented below through nine association networks. Association networks are "abstracted, inferential pictures organizing field study data in a coherent way" (Miles et al., 2014). The networks illustrate how one variable being investigated in a study is associated with another in a linear yet interwoven manner (Miles et al., 2014). In a cross-case approach, networks facilitate later stages of analysis and investigation by mapping out complex ideas. Association networks as shown in Figure 6-3 through 6-12 were used to summarize the survey results and develop the performance-collaboration profiles for each coalition. The performance-collaboration profile provides three important pieces of information relevant to each regional coalition: 1) the performance construct profile for the effectiveness, reputation, and efficiency dimensions, 2) the collaboration construct profile for the structure, governance, resources, tools/data and strategies dimensions, and 3) the three highest ranked characteristics of each collaboration dimension; in instances where there

was a tie in the ranking of characteristics, both characteristics are included in the profile. It should be noted that access to professional expertise was the highest ranked resource characteristic for all coalitions as is reflected in the performance-collaboration profiles. These profiles are presented to begin the process of identifying similarities and differences among the nine coalitions. Table 6-4 provides an overview of the performance-collaboration profiles of each coalition. A detailed description of each coalition's performance-collaboration profile is provided in the sections that follow.

Table 6-6 – Coalition Performance-Collaboration Profile

Coalition	Collaboration Construct*	Performance Construct**
Northwest	MHMHH	HHH
New Orleans	HLMML	MLL
Northeast	MLMML	LLL
Acadiana	LHLLL	MLL
South Central	HHHLM	HHH
Central	LMMHH	MHH
Capital	HLMHH	MHM
North Shore	LMHHH	HHH
Southwest	LLLLL	LLL

*Structure, governance, resources, tools/data, strategies
**Effectiveness, reputation, efficiency

6.5.1 Northwest Regional Safety Coalition

Figure 6-3 shows the performance-collaboration associations for the Northwest coalition. The performance construct for the Northwest coalitions is HHH. The Northwest coalition therefore received high rankings for effectiveness, reputation, and efficiency. The collaboration construct for the Northwest coalition is MHMHH. The Northwest coalition received a medium score for structure and resources, and high scores for governance, tools/data, and strategies. Based on the ranking of collaboration construct characteristics,

the structure of the Northwest coalition is characterized by meeting on a consistent basis, accomplishing what is necessary during meetings, and relying on members. The governance of the Northwest coalition is characterized by placing on emphasis on building relationships, working well to implement solutions, and having the support of regional leadership. The use and access to tools/data within the Northwest coalition is most characterised by access to tools and strategies. Finally, the most highly ranked strategies in the Northwest are best characterized by coordinating communication and delivering a consistent message, sharing expertise and joint learning, and the use of common procedures and plans as shown in Figure 6-3.

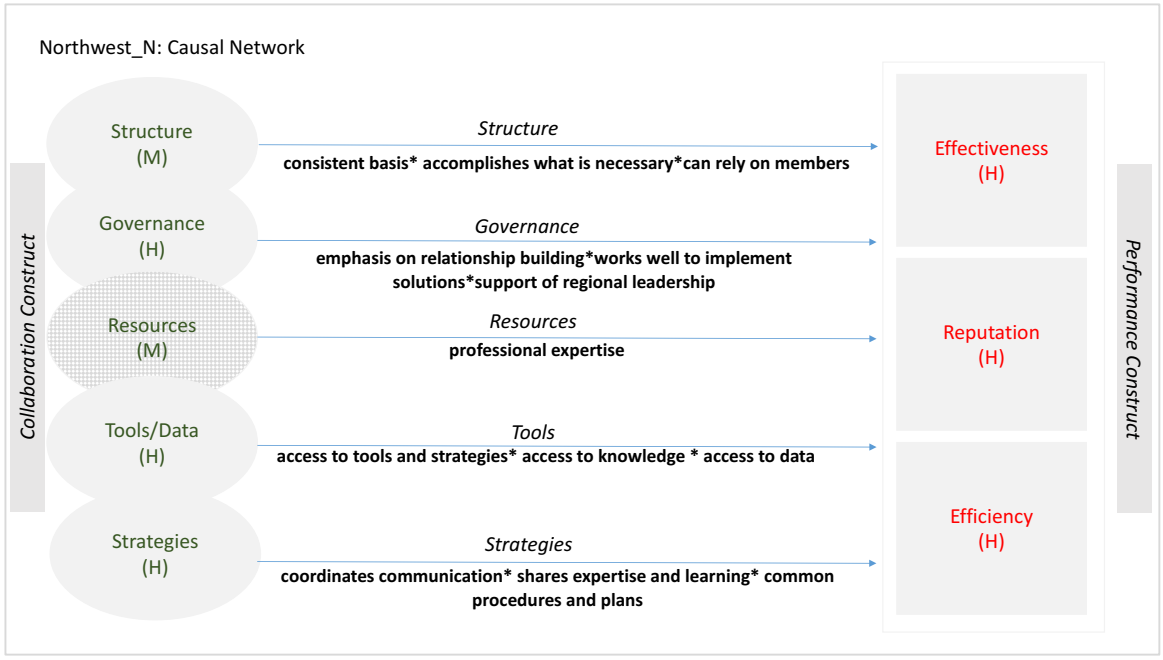

Figure 6-3 – Performance-Collaboration Associations - Northwest Coalition

6.5.2 New Orleans Regional Transportation Safety Coalition

Figure 6-4 shows the performance-collaboration associations for the New Orleans coalition. The performance construct for the New Orleans coalition is MLL. The New Orleans coalition received a medium ranking in effectiveness, and low rankings in reputation and efficiency. The collaboration construct for the New Orleans coalition is HLMML. The New Orleans coalition received a high score for structure, a low score for governance, and medium scores for resources and tools/data, and a low score for strategies. Based on the ranking of the collaboration construct, the structure of the New Orleans coalition is characterized by meeting on a consistent basis, operating in a formal manner, and relying on the coordinator. Governance is characterized by seeking member agreement, and a core group making decisions. Working well to implement solutions and placing an emphasis on building relationships characterize the approach to governance within the New Orleans coalition, and the use of and access to tools/data is characterized by access to knowledge. The use of common procedures and plans, sharing transportation information and data, sharing resources, and coordinating communication characterizes the use of strategies within the New Orleans coalition as shown in Figure 6-4.

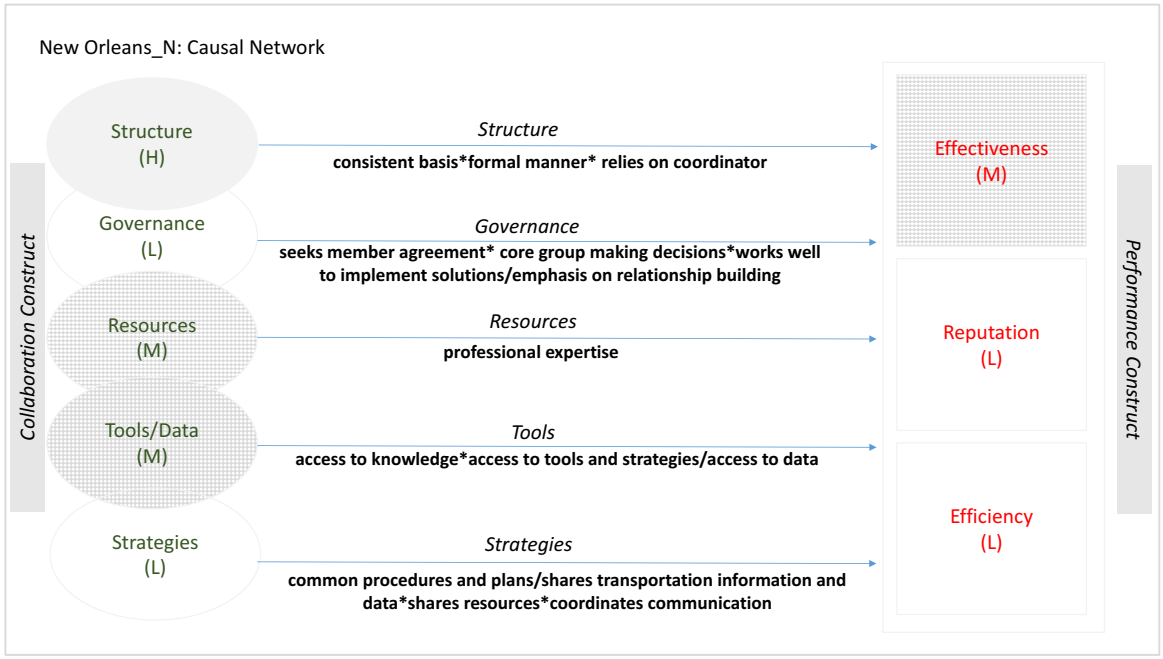

Figure 6-4 – Performance-Collaboration Associations - New Orleans Coalition

6.5.3 Northeast Louisiana Highway Safety Partnership

Figure 6-5 shows the performance-collaboration profile for the Northeast coalition. The performance construct for the is Northeast coalition LLL. The Northeast coalition received low scores for effectiveness, reputation, and efficiency. The collaboration construct for the Northeast coalition is MLMML. The coalition received medium scores for structure, resources, and tools/data. Medium scores were received from governance and strategies. The structure of the Northeast coalition is most characterized by meeting on a consistent basis; the scores for all other characteristic were ranked equally. The governance of the Northeast coalition is characterized by placing an emphasis on building relationships, support of the regional leadership, and reliance on the coordinator. Access and use of tools/data in the Northeast region is characterized by access to data. Strategies in the Northeast coalition are characterized by the sharing of expertise and learning. In the case

of the Northeast coalition there was often little agreement in the ranking of characteristics within each dimension category beyond the highest ranked characteristic as shown in Figure 6-5.

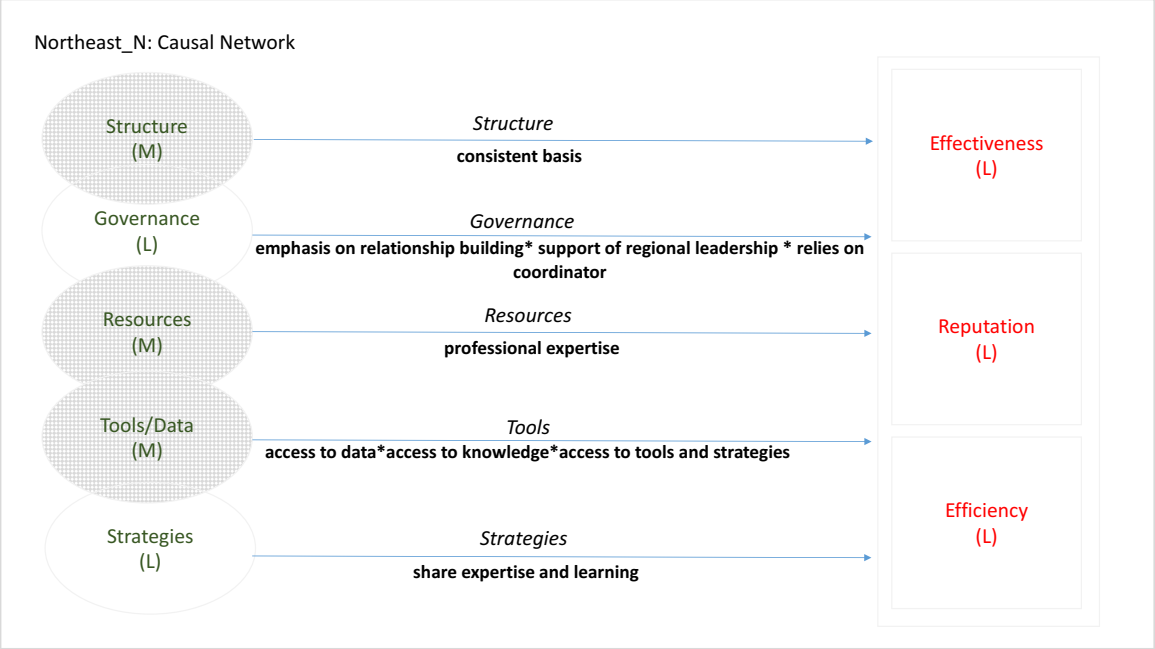

Figure 6-5 – Performance-Collaboration Associations - Northeast Coalition

6.5.4 Acadiana Regional Transportation Coalition

Figure 6-6 shows the performance-collaboration associations for the Acadiana coalition. The performance construct for the is Acadiana coalition MLL. The Acadiana coalition received low scores for reputation, and efficiency, and a medium score for effectiveness. The collaboration construct for the Acadiana coalition is LHLLL. The coalition received a high score for governance, and a low score for all other dimensions of collaboration - structure, resources, tools/data, and strategies. The structure of the Acadiana coalition is characterized by a reliance on members, a reliance on coordinator, a long history of working together, and accomplishing what is necessary during meetings. The

governance of the Acadiana coalition is characterized by placing an emphasis on building relationships, having a core group that makes decisions, and working well to implement solutions. Access and use of tools/data in the Acadiana region is characterized by access to knowledge. Strategies in the Acadiana coalition is characterized by the sharing of information and data, sharing of resources, and the use of common procedures and plans as shown in Figure 6-6.

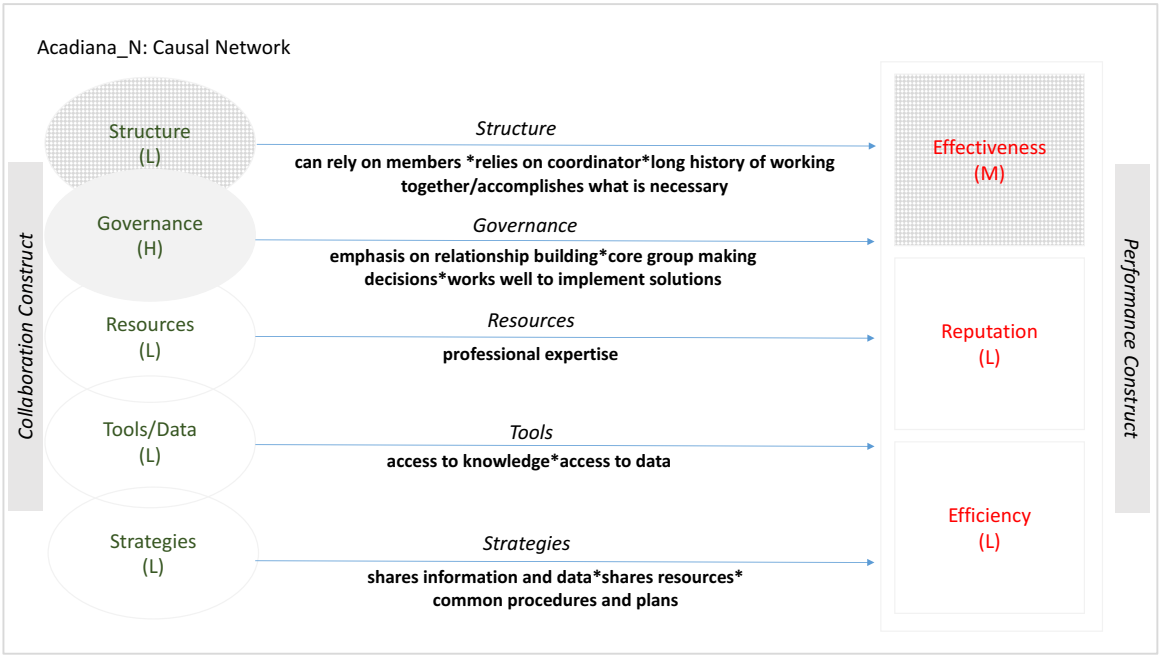

Figure 6-6 – Performance-Collaboration Associations – Acadiana Coalition

6.5.5 South Central Regional Safety Coalition

Figure 6-7 shows the performance-collaboration associations for the South Central coalition. The collaboration construct for the South Central coalition is HHHLM. The South Central performance construct is HHH, and based on the ranking of characteristics the South Central structure is characterized by operating in a formal manner, accomplishes what is necessary during meetings, and meets on a consistent basis. The South central

governance is characterized by working well to implement solutions, placing an emphasis on building relationships, the support of regional leadership, and having a core group that makes decisions. The South Central resources are characterized by the access to professional expertise, and the tools/data characterized by access to data and access to knowledge. Finally the South Central strategies are characterized by the coordination of communication, the sharing of information and data, and the sharing of resources as shown in Figure 6-7.

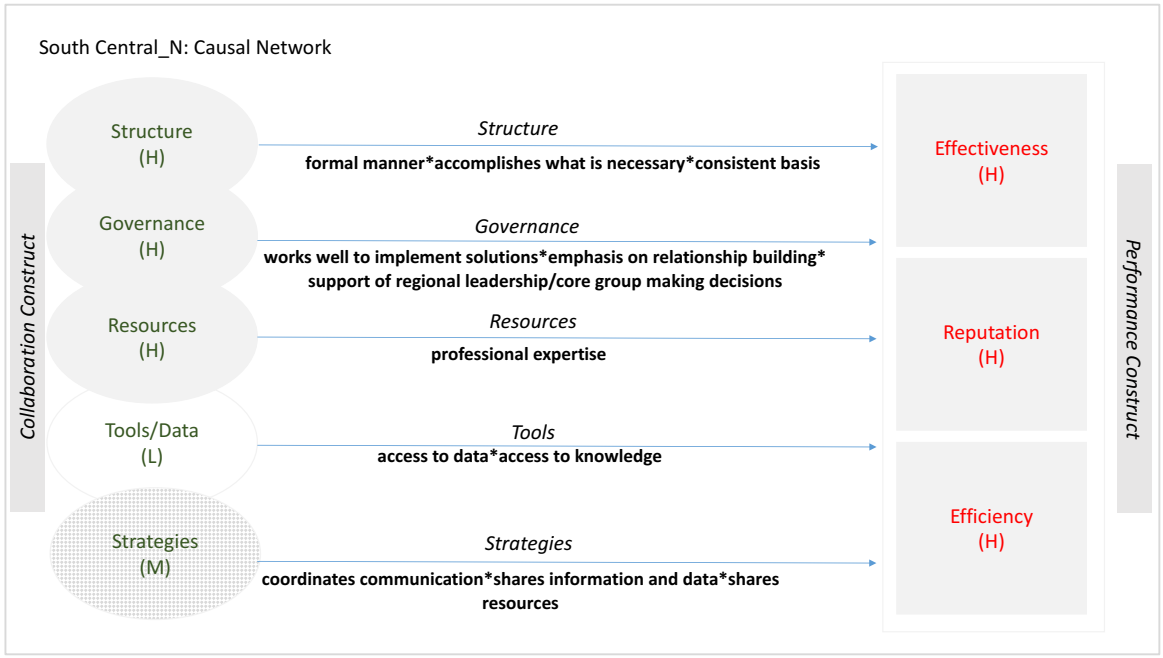

Figure 6-7 – Performance-Collaboration Profile for the South Central Coalition

6.5.6 Central Regional Safety Coalition

Figure 6-8 shows the performance-collaboration profile for the Central coalition. The collaboration construct for the Central coalition is LMMHH. Governance and resources received as score of medium, tools/data and strategies received a score of high, and structure received a score of low. The Central performance construct is MMH. Medium

scores were received for effectiveness and reputation, and a high score from efficiency. Based on the ranking of characteristics the Central structure is characterized by reliance on the coordinator, operating in a formal manner, and the use of common procedures and plans. Governance in the Central coalition is characterized by the support of regional leadership; all other characteristics in the governance dimension are ranked equally. Tools/data in the Central coalition are characterized are most by access to knowledge. Strategies in the Central coalition are characterized by the sharing of the information and data, conducted joint implementation, and sharing of expertise and learning as shown in Figure 6-8.

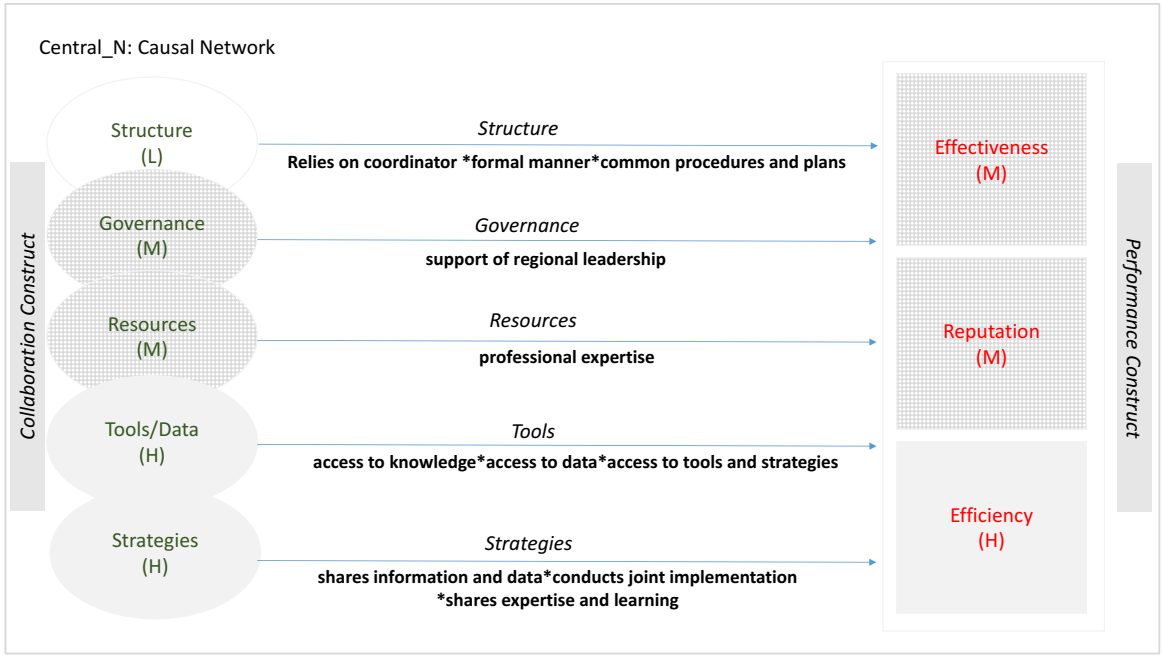

Figure 6-8 – Performance-Collaboration Associations - Central Coalition

6.5.7 Capital Transportation Safety Coalition

Figure 6-9 shows the performance-collaboration profile for the Capital coalition. The collaboration construct for the Capital coalition is HLMHH. Structure, tools/data, and

strategies received high scores. Resources received a medium score, and governance received a low score. The Capital performance construct is MHM. Medium scores were received for effectiveness and efficiency, and a high score from efficiency. Based on the ranking of characteristics the Capital structure is characterized by meeting on a consistent basis, operating in a formal manner, and reliance on the coordinator. Governance in the Capital coalition is characterized by seeking member agreement, working well to implement solutions, and the support of regional leadership. Tools/data in the Capital coalition are characterized are most by access to tools and strategies. Strategies in the Capital coalition are characterized by sharing information and data, the use of common procedures and plans, and sharing expertise and learning and shown in Figure 6-9.

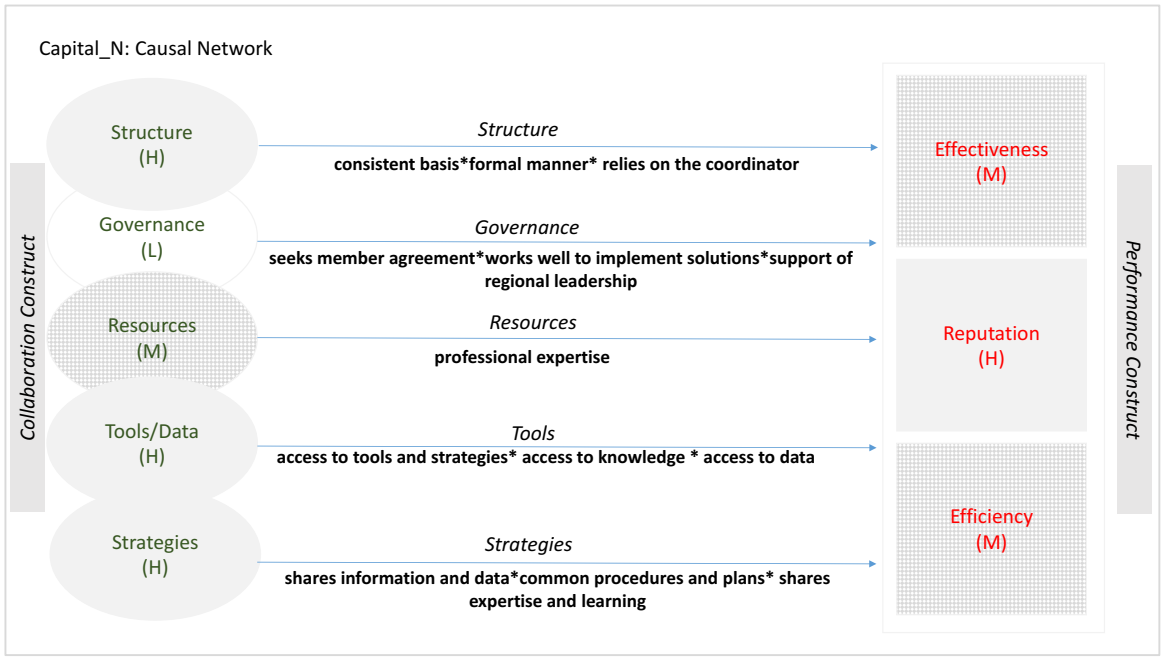

Figure 6-9 – Performance-Collaboration Associations - Capital Region

6.5.8 North Shore Regional Safety Coalition

Figure 6-10 shows the performance-collaboration profile for the North Shore coalition. The collaboration construct for the North Shore coalition is LMHHH. High scores were received for resources, tools/data, and strategies. A high medium score was received for governance, and a low score for structure. The North Shore performance construct is HHH. A high score was received for each of performance constructs effectiveness, reputation, and efficiency. Based on the ranking of characteristics the North Shore coalition structure is characterized by meeting on a consistent basis, accomplishing what is necessary during meetings, and operating in a formal manner. Governance in the North Shore coalition is characterized by placing an emphasis on building relationships, working well to implement solutions, and seeking member agreement before decisions. Tools/data in the North Shore coalition are characterized are most by access to tools and strategies. Strategies in the North Shore coalition are characterized by sharing information and data; coordinating communication and delivering a consistent message, and sharing resources as shown in Figure 6-10.

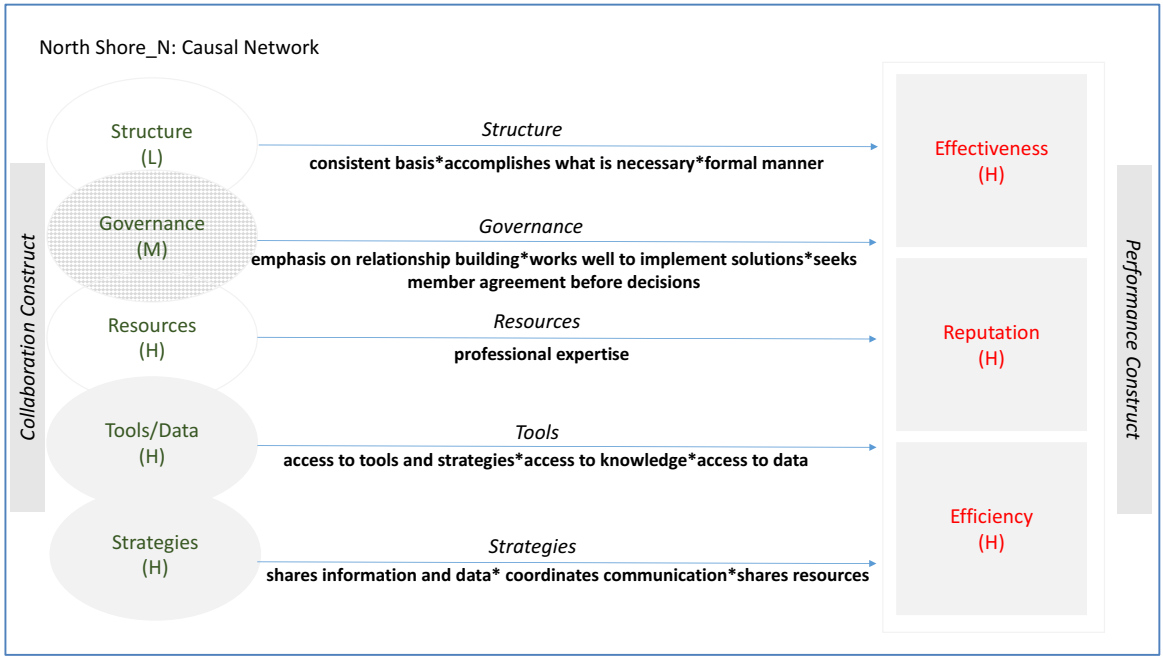

Figure 6-10 – Performance-Collaboration Associations - North Shore Coalition

6.5.9 Southwest Regional Safety Coalition

Figure 6-11 shows the performance-collaboration profile for the Southwest coalition. The collaboration construct for the Southwest coalition is LLLLL. A low score was received for each of the collaboration dimensions. The Southwest performance construct is LLL. A low score was received for each of performance constructs effectiveness, reputation, and efficiency. Based on the ranking of characteristics the Southwest coalition structure is characterized by reliance on the coordinator and reliance on members. Governance in the Southwest coalition is characterized by placing an emphasis on building relationships, seeking member agreement before decisions are made, and having a core group that makes decisions. Tools/data in the Southwest coalition are characterized are most by access to knowledge. Strategies in the Southwest

coalition are characterized by sharing information and data, conducting joint implementation, using common procedures and plans as shown and Figure 6-11.

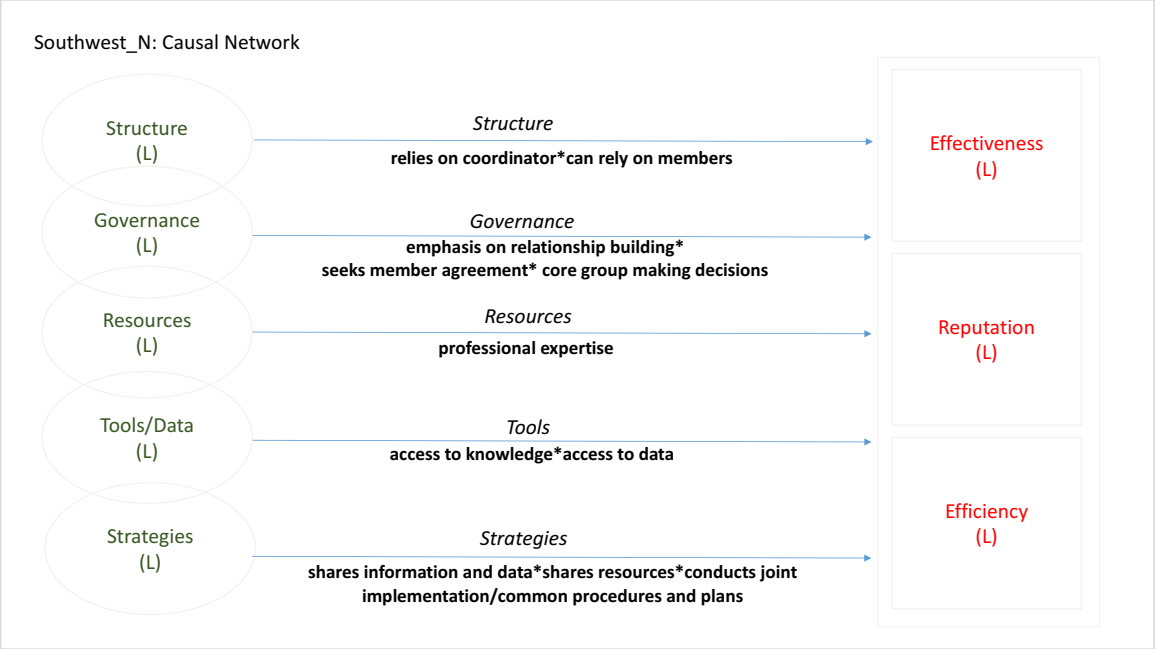

Figure 6-11 – Performance-Collaboration Associations – Southwest Coalition

6.6 Discussion

The collaboration dimensions were overlaid upon the performance dimensions to create coalition typologies. The typology for each coalition thus included its performance and collaboration dimensions ranked on a high, medium, low scale. To complete the development of coalition typologies the performance and collaboration characteristics were overlaid upon their respective dimensions. The result was a collection of coalitions, their respective dimensions, and their respective characteristics organized into typologies. Characteristics associated with each dimension of the typology may be found in the Appendix. The most important characteristics associated with each typology were considered building blocks. Coalition typologies and building blocks are discussed further

in Chapter 7. Characteristic rankings were also used to develop implementation guidance as discussed in Chapter 8.

6.7 References

Vogt, P., Vogt, E., Gardner, D., and Haeffele, L. *Selecting the Right Analyses for Your Data: Quantitative, Qualitative, and Mixed Methods*. The Gulford Press, New York, 2014.

Miles, M, Huberman, M, and Saldana, J. (2014). *Qualitative Data Analysis – A Methods Sourcebook*, Edition 3. Sage Publication, Inc.

CHAPTER 7. P-C TYPOLOGIES, BUILDING BLOCKS AND SYSTEM CONTEXT

7.1 Introduction

This chapter provides a discussion of the typologies and building blocks developed based on the RTC survey results. The typologies presented in this chapter group coalitions based on their performance-construct profile allowing for a comparison of similarities and differences across these groups. Building blocks that support the collaboration-performance system can be thought of as central themes that form the foundation of any regional transportation collaboration effort. Recognizing that regional transportation collaboration can take any number of forms and have different focuses, it is expected that these central themes would hold true in different contexts (Markiewicz et al., 2016). The building blocks presented in this chapter were organized into three tiers: foundational, tier 1, and tier 2. Foundational building blocks were considered absolutely necessary for achieving the typology goals; tier 1 strategies second order goals, and tier 2 building blocks less critical for achieving typology goals (relative to the tier 1 and foundational building blocks).

7.2 Performance-Collaboration Typologies

Four distinct performance-collaboration typologies were identified from the RTC survey results aggregation and rankings. Each typology included the performance construct and the collaboration construct, and was defined by the performance dimensions, the collaboration dimensions, the collaboration characteristics and the performance

characteristics. However, each typology was rooted in the dimensions of the performance construct (effectiveness, reputation, efficiency), and represented the combined ranking of each dimension as either high, medium, or low based on the benchmarking presented in Chapter 6 (Figure 6-1). The high performers were labelled "HHH" and received relatively high scores in each of the performance dimensions. The above average performers were labelled either "MMH" or "MHM" and received some combination of medium and high scores for effectiveness, reputation, or efficiency. The average performers were labelled "MLL" and received medium scores for effectiveness, and low scores for reputation and efficiency. Finally, the emerging performers were labelled "LLL" and received low scores for each of the performance dimensions. Three coalitions were labelled HHH or high performers. Two coalitions were labelled MMH/MHM or above average performers. Two coalitions were labelled MLL or average performers, and two coalitions were labelled LLL or emerging performers. Table 7-1 shows the final coalition typologies.

7.2.1 High Performer (HHH) Typology

High performers, labeled HHH, received high scores in three of the collaboration dimensions. South Central received high scores in structure, governance, and resources; North Shore received high scores in resources, tools, and strategies; and Northwest in structure, governance, tools, and strategies. In general, the other two collaboration dimensions received a medium score with the exception of South Central which received a low score for tools. Within the high performers each collaboration dimension received at least two high scores as shown in Table 7-1. It should be noted that two of the three coalitions received a high score for the resources dimension, and none of the three coalitions received a low score for the resources dimension.

7.2.2 Above Average (MMH/MHM) Performer Typology

Above average performers, labelled MMH or MHM, received high scores for the tools and strategies dimensions, but medium or low scores for the structure and governance dimensions. For both collations if structure was low then governance was medium and vice-versa. As shown in Table 7-1, both the Central and Capital regions received high scores for the tools and strategies dimensions of collaboration. However, both coalition received only medium or low scores in the structure, governance, and resources dimensions. It should be noted that neither coalition received a low score in resources.

7.2.3 Average (MLL) Performer Typology

Average performers, labelled MLL, received high scores in either structure or governance (and a low score in the other), but low scores for the resources, tools, and strategies dimensions. For example, Acadiana received a low score for structure, a high score for governance, and low scores for resources, tools, and strategies. Capital received a high score for structure, a low score for governance, medium scores for both resources and tools, and a low score for strategies as shown in in Table 7-1.

7.2.4 Emerging (LLL) Performer Typology

Emerging performers received either medium or low scores in all collaboration dimensions. It should be noted however that all emerging performers received low scores for strategies. In fact the Southwest coalition received low scores for all collaboration dimensions. The Northeast coalition received medium scores for structure, resources, and tools, but low scores for governance and strategies.

7.2.5 Summary of Coalition Typologies

The following associations were uncovered with respect to the performance construct as and the performance-collaboration typologies as highlighted in Figure 7-1:

- To move a coalition from emerging performer to average performer focus should be placed on improving effectiveness from a low to medium score.
- Once viewed as an average performer, focus can be shifted to improving reputation or efficiency in order to achieve an above average performer status.
- Finally, to move to a high performer typology, efforts should once again be distributed across all performance dimensions.

Based on these research results, the performance dimension that appears to serve as 'the tipping point' between the emerging and average performer typologies appears to be effectiveness. As a coalition moves from an average performer typology to the above average performer typology, improvements are likely to be observed in the reputation, and efficiency performance dimensions, while effectiveness remains unchanged, and as a coalition moves on to a high performer typology change are once again likely to be observed in effectiveness, as well as reputation and efficiency, with all dimensions receiving high performance scores. In an era of constrained budgets, this information offers guidance for focused and incremental improvement of coalition performance.

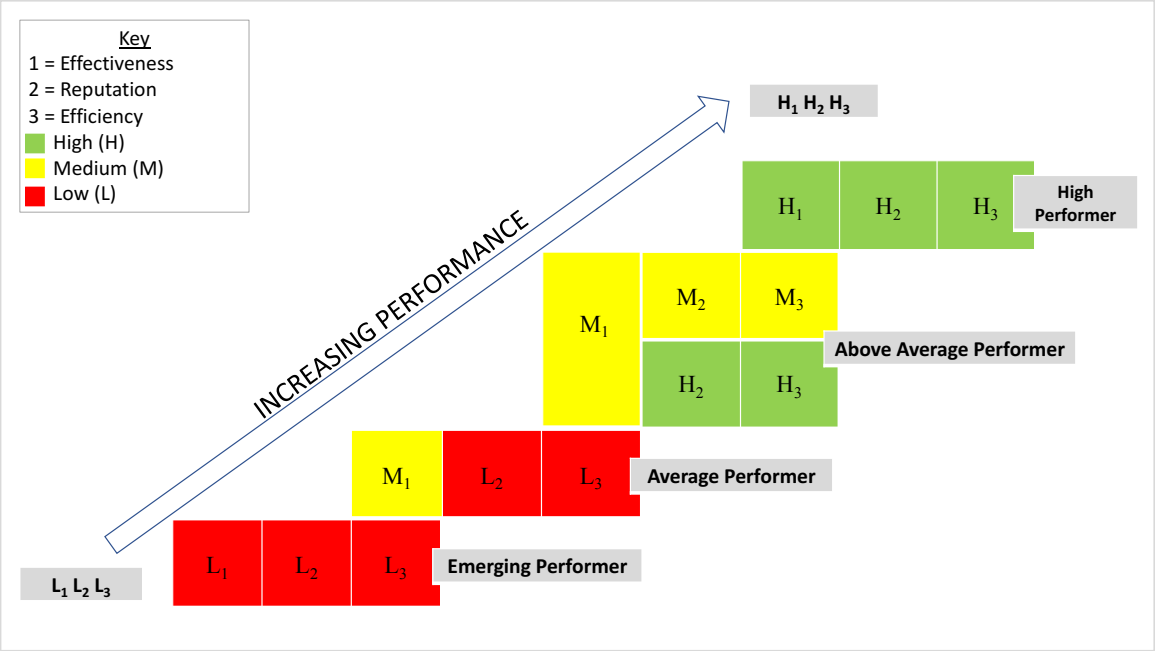

Figure 7-1 – Coalition Typologies and the Performance Construct

The following associations were uncovered with respect to the collaboration construct as and the performance-collaboration typologies as highlighted in Figure 7-2:

- High performers received high scores in at least three of the collaboration construct dimensions. For example (HHHLM) or (MMHHH),
- High performers received medium or high scores for resources and strategies
- Above average performers received high scores in the tools/data and strategies dimension, but medium and low scores for the structure and governance dimensions
- Average performers received high scores in either structure or governance but low scores for the tools/data and strategies dimensions
- Average and emerging performers received low or medium scores for resources and strategies
- Emerging performers received low or medium scores for all collaboration

dimensions

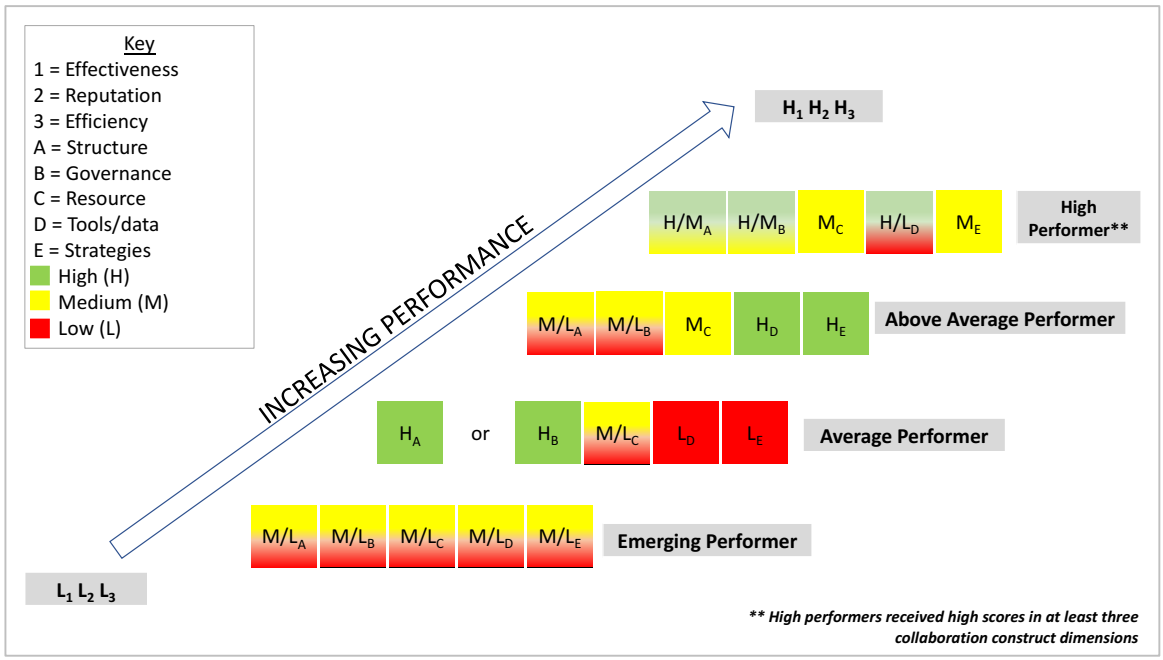

Figure 7-2 – Coalition Typologies and the Collaboration Construct

Table 7-1 shows the performance construct coding and the collaboration construct codding for each regional safety coalition

Table 7-1 – Performance-Collaboration Typologies

Coalition	Effectiveness	Reputation	Efficiency	Structure	Governance	Resources	Tools	Strategies
South Central	H	H	H	H	H	H	L	M
North Shore	H	H	H	M	M	H	H	H
Northwest	H	H	H	H	H	M	H	H
Central	M	M	H	L	M	M	H	H
Capital	M	H	M	M	L	M	H	H
Acadiana	M	L	L	L	H	L	L	L
New Orleans	M	L	L	H	L	M	M	L
Northeast	L	L	L	M	L	M	M	L
Southwest	L	L	L	L	L	L	L	L

Four coalition typologies

- HHH – High performers
- MMH/MHM – Above average performers
- MLL – Average performers
- MLL – Emerging performers

7.3 Building Blocks and Performance-Collaboration Typologies

Building blocks represent the characteristics most frequently cited as being critical for the success of the coalitions within a given typology. Foundational building blocks were in general viewed by coalition members as the most characteristic of their coalition's collaboration dimensions and had therefore been ranked as either number 1 or number 2 among the 6 (and in the case of strategies 8) characteristics representing the dimensions. Tier 1 building blocks had in general been ranked the number 2 or number 3, and where applicable Tier 2 strategies had been ranked the number 3 characteristic. Foundational, tier 1 and tier 2 building blocks were thus identified for each dimension of the collaboration construct. Building blocks were organized in terms of dimensions and tiers. Resources were excluded from this characterization of building blocks because access to professional expertise was identified as a foundational characteristic across all typologies, and little agreement within the typologies was achieved beyond the foundational level. The building blocks for each of the four coalition typologies are identified below, and shown in accompanying figures (Figures 7.1 – 7.4.). The summarized data leading to the building block typology tiers are shown in the Appendix.

System context scores for each building block profile are also shown in the figures. These were calculated based on the results of Chapter 5 and will be elaborated upon further in Chapter 8 in the discussion on climbing the performance-collaboration ladder.

7.3.1 High Performer (HHH) Building Blocks

Figure 7-3 shows the foundational, tier 1 and tier 2 building blocks for the HHH performers. As shown in Figure 7-3 each building block represents a collaboration dimension. For example, at the foundational level the structure of a high performer typology is characterized by meeting on a consistent basis; at tier 1 the structure of a high performer is characterized by operating in a formal manner and at tier 2 by accomplishing what is necessary during meetings. The strategies of a high performer typology are for example represented by coordinating communication and delivery a consistent message at the foundational level, and using common procedures and plans at tier 2.

High performers are formally structured. They operate formally, meet consistently, accomplish what is necessary during meetings, and use formal procedures and plans. They invest in building relationships, work well together to implement solutions and rely less on their regional coordinators by governing in a more decentralized manner. High performing coalitions are characterized by communication and delivery a consistent message. They are also more likely to be characterized by the sharing of expertise and learning. Finally, high performers are characterized by access to data as a foundational building block.

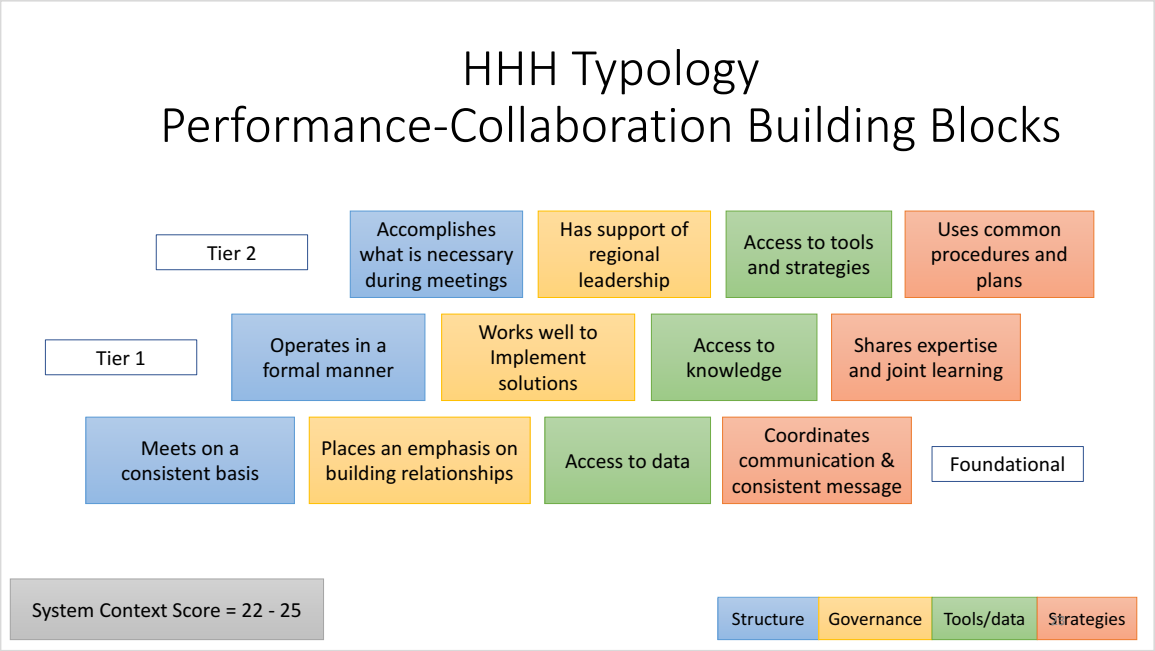

Figure 7-3 – High Performers Building Blocks

7.3.2 Above Average Performer (MMH/MHM) Building Blocks

Figure 7-4 shows the foundational, tier 1 and tier 2 building blocks for the above average performers. For example, at the foundational level, governance of the above average performers is characterized by seeking member agreement before decisions are made; at the tier 1 level working well to implement solutions, and at tier 2 having the support of leadership. For the above average performers, in the strategies dimension agreement was only found for the foundational, and tier 2 building blocks. At the foundational level the above average performers are characterised by sharing transportation information and data, and at the tier 2 level by sharing expertise and joint learning as shown in Figure 7-4.

Above average performing coalitions rely more heavily on their coordinators to lead the coalition structure. Above average performing coalitions are less likely to accomplish

what is necessary during meetings when compared to high performers. Above average performing coalitions seek consensus but have invested less in developing a culture of inclusion through relationship building. Above average coalitions share (information, data, and expertise) but focus less on coordinating communication or on delivering a consistent message.

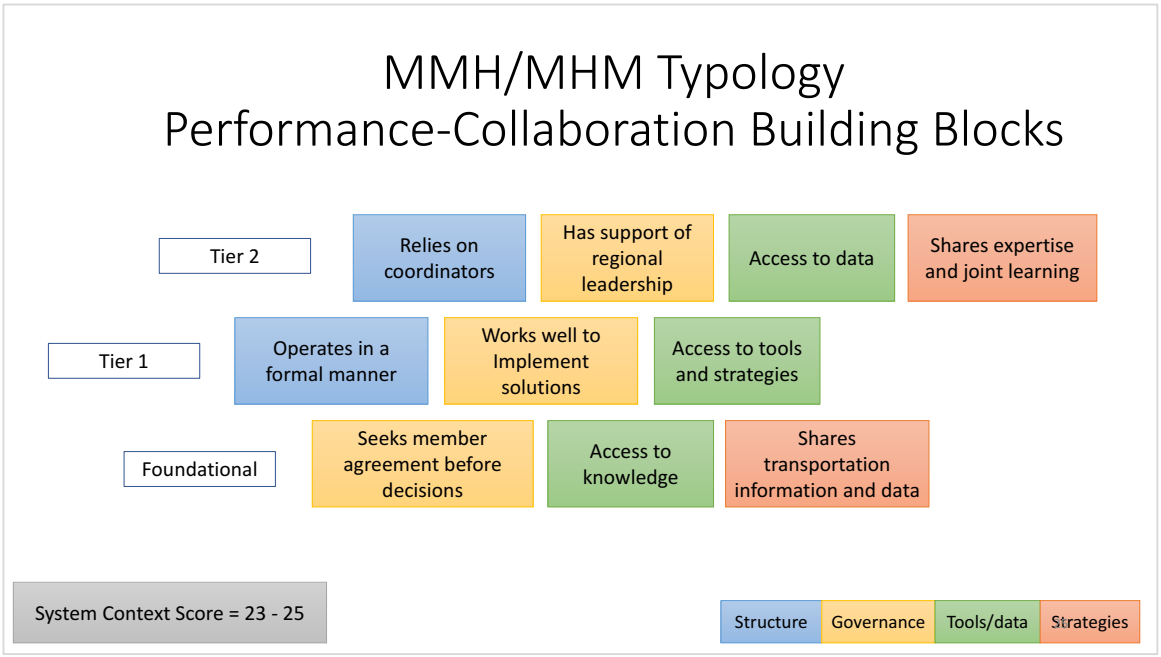

Figure 7-4 – Above Average Performer Building Blocks

7.3.3 Average Performer (MLL) Building Blocks

Figure 7-5 shows the foundational, tier 1 and tier 2 building blocks for the average performers. For example, the tools/data of average performers are characterized at the foundational level by access to knowledge, and at tier 1 by access to data. There was no agreement among the average performers at the tier 2 level. The structure of the average performer is characterized at the tier 1 level by a reliance on the coordinator. There was no

agreement at the foundational or tier 2 level with respect to structure among the average performers.

Average performer coalitions rely primarily on their coordinators for structure. Average performers are governed by a core group of individuals that make decisions. Average performers share information and resources and focus less on sharing learning and expertise.

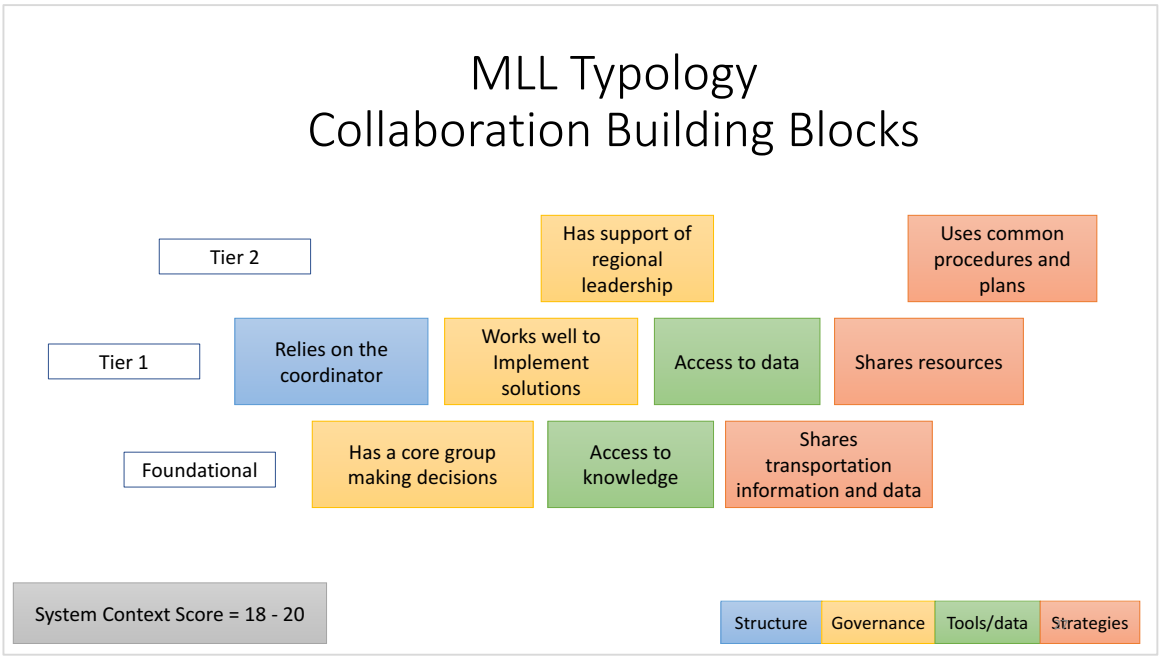

Figure 7-5 – Average Performer Building Blocks

7.3.4 Emerging Performer (LLL) Building Blocks

Figure 7-6 shows the foundational, tier 1 and tier 2 building blocks for the emerging performers. Emerging performers have the least developed building block profile. There was no agreement at the foundational level with respect to structure or strategies, or the tier 2 level with respect to structure, governance, or tools/data. Their structure is characterized

by reliance on members, and governance by placing an emphasis on building relationships as a foundational building block, and seeking member agreement as a tier 1 building block. Strategies characterizing the tier 1 level for emerging performers include the use of common procedures, and conducting joint implementation, and at the tier 2 level sharing resources as shown in Figure 7-6.

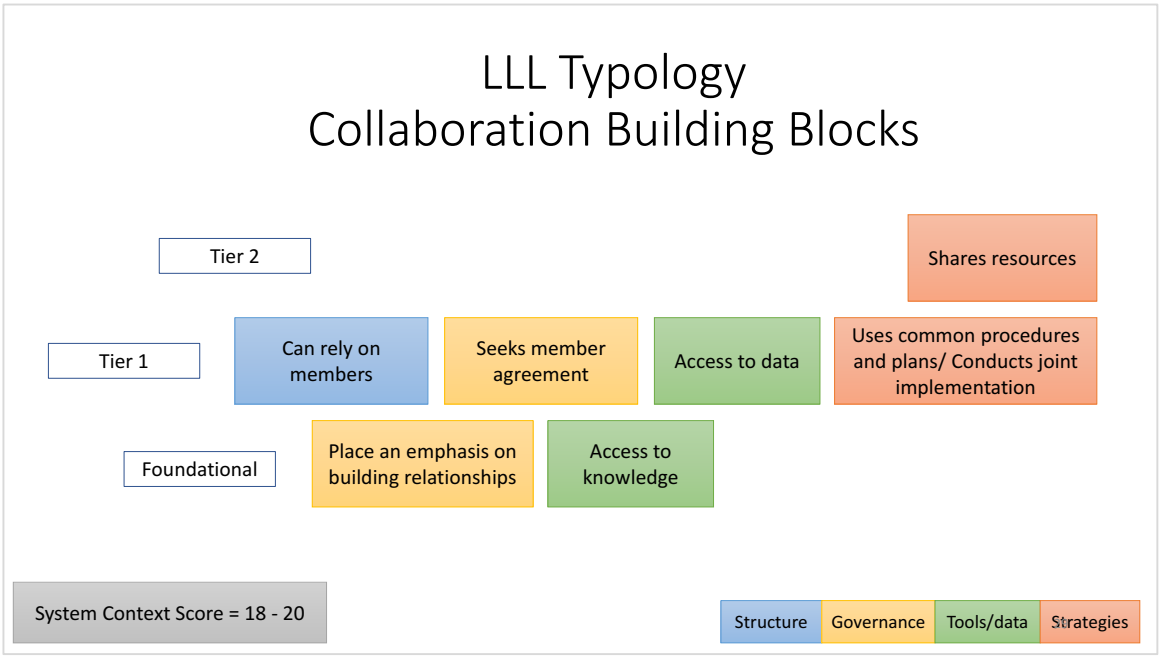

Figure 7-6 – Emerging Performer Building Blocks

7.3.5 Overall Building Block Findings

The governance building blocks appear to be more stable across all four typologies, than the structure building blocks. Foundational and tier 1 building blocks were identified for the governance dimension in all four typologies. With the exception of the emerging performers, all typologies were characterized by working well together and having the support of regional leadership. High performers and emerging performers both place an emphasis on building relationships at the foundational level. However, it would appear that

this is done under very different coalition structures. High performers build relationships to support a structure characterized by formality, consistent meeting, and high levels of accomplishment. Emerging performers it would appear place emphasis on building relationships in an effort to support a less developed structure characterized by less formal operations, less accomplishment, an absence of leadership, and heavy reliance on members.

The structure building blocks appear to be the least stable. The high performers were characterized by three structure building blocks, the above average by two structure building blocks, and the average and emerging performers by one structure building block. Above average and average performers were characterized by reliance on the coordinator to implement activities. Above average performers characterized reliance on the coordinate as a tier 2 building block and average performers as a tier 1 building block indicating an increasing level of reliance on the coordinator, and potentially a more centralized structure as performance decreased. The structure of the high performers was not characterized by reliance on any one group. The structure of the emerging performers, however, was characterized by reliance on members. It is interesting to note that the MMH/MHM and MLL typologies rely on their coordinators, but the LLL typology is more inclined to rely on members. The tools/data building blocks were consistent across all typologies. Access to data was a foundational characteristic for the high performers only, followed by access to knowledge. All other typologies were characterized by access to knowledge at the foundational level.

"Sharing," whether it be expertise and learning, information and data or resources was characteristic of the strategies building blocks for all typologies at all levels. However, sharing expertise and learning were tier 1 and tier 2 for the high performers and above

average performers respectively, but were not building blocks for the average and emerging typologies. Sharing transportation information and data was a foundational strategy building block for the above average and average performers, and sharing resources building blocks for the average and emerging performers. Use of common procedures and plans characterized the strategy building blocks of nearly all typologies. However, only the strategies of the high performers were characterized by coordinating communication and delivering a consistent message at the foundational level.

7.4 System Context Scores and Performance-Collaboration Typology

System context scores were calculated in Chapter 5 to offer insight into the operational system context characteristics of the coalitions that represent each performance-collaboration typology. As was described in Chapter 5, each coalition was assigned a system context score based on the findings of the RTC interviews. Given the effort in this chapter to define and identify performance-collaboration typologies, system context scores previously calculated for each coalition can be linked to the coalition's performance-collaboration typology. For example, high performers (HHH) typology which included Northwest, North Shore, and South Central were found to have system context score ranging from 22 to 25. The above average performers (MHM/MMH) typology which consisted of the Capital and Central coalition had system context scores ranging from 23 – 25, and both the average (MLL) and emerging (LLL) typologies had coalition scores ranging from 20 – 18. A closer inspection of the system context characteristics led to the identification of operational patterns within coalition typologies as described below. Table 7-2 shows the system context characteristics uncovered through RTC interview process. In an effort to uncover patterns in system context relevant to each typology, the coalitions in

Table 7-2 were grouped and color-coded by performance-collaboration typology (HHH = peach; MMH/MHM = blue; MLL = purple, and LLL = pink). Based on this analysis, the following patterns were uncovered:

1. HHH typology and the MMH/MHH typology have private sector funding.

2. The HHH typology prioritizes the infrastructure emphasis area

3. Meeting rotation is present in the MMH/MHM and HHH typology; all other typologies have fixed meetings.

4. Bylaws are only present in one coalition; the South Central; also received the highest scores for effectiveness (See Chapter 6).

5. The LLL typology does not have regularly scheduled sub-committee meetings; In one coalition, sub-committee meetings are held on an as needed basis, and in the other coalition there are no sub-committees;

6. With the exception of the Acadiana coalition, the HHH typology is the only group to have had stable regional coordinator leadership.

Based on these findings it would appear that the presence of private sector funding, the opportunity to participate virtually in meetings, rotating meeting locations, having scheduled meeting times for sub-committee meetings, and having coordinator stability lends itself to increases levels of performance accomplishment. These findings are discussed further in Chapter 8 as part of the guidance for climbing the performance-

collaboration ladder. Figure 7-7 and Figure 7-8 highlight some of the observed patterns in system context for the HHH and MMH/MHM typology.

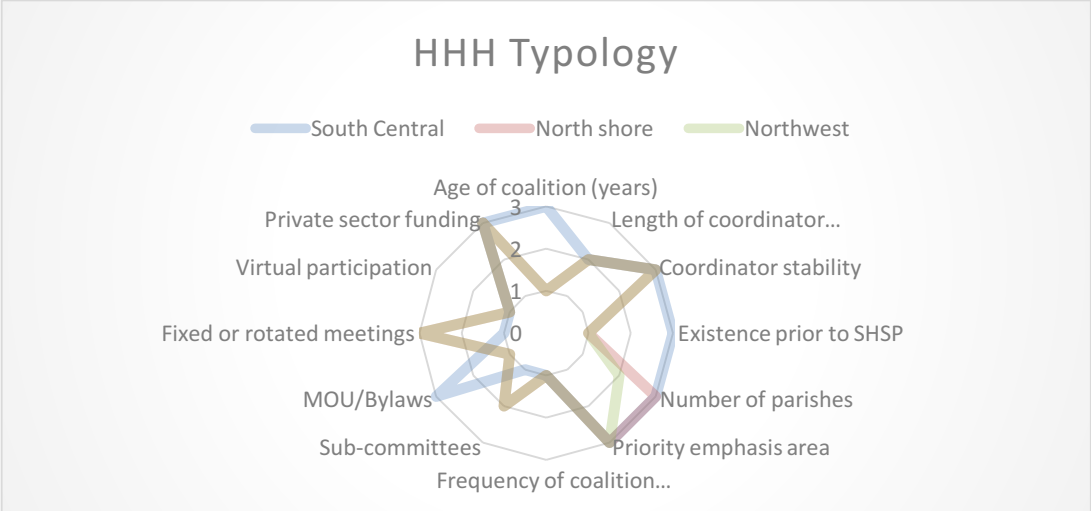

Figure 7-7 – System Context Scores for the High Typology

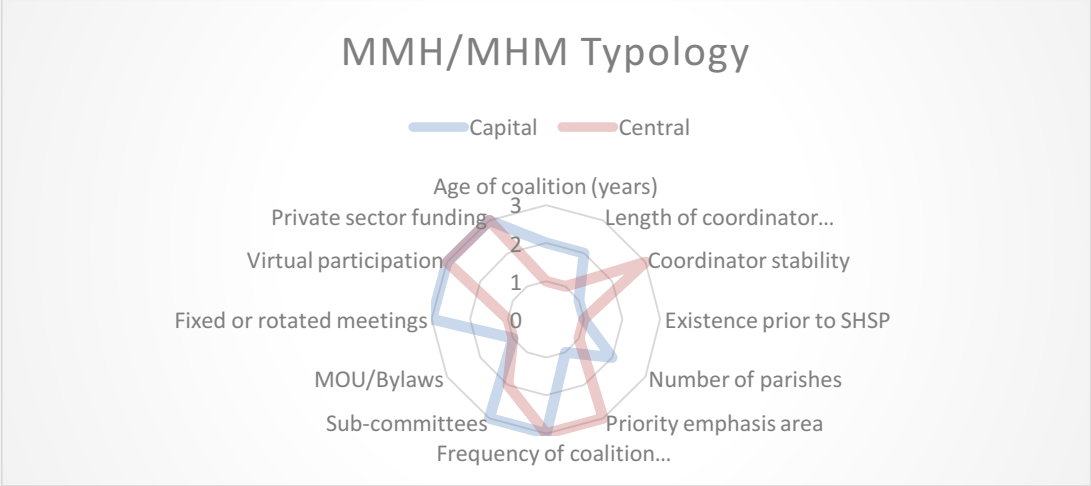

Figure 7-8 – System Context Scores for the Above Average Typology

Table 7-2 – System Context Characteristics Grouped by Typology

Coalition Characteristic	South Central	New Orleans	Acadiana	North Shore	Capital	Northeast	Central	Northwest
Age of coalition (years)	7	6	4	3	5	3	2	2
Length of coordinator employment (years)	4	0	3	1	1	2	0	1
Coordinator stability (coalition age/coordinator employment)	Stable	Unstable	Stable	Stable**	Unstable	Unstable*	Unstable	Stable
Coordinator background	MPO employee	MPO employee	Not sure	graduate student	FHWA employee	news media and public relations	MPO Director - Interim	educator and administrator
Prior history with the coalition	Yes	Yes	Not sure	No	No	Yes	Yes	Yes
Existence prior to SHSP	Yes	Yes	No	No	No	No	No	No
Number of parishes	6	4	9	4	8	12	10	7
Priority emphasis area	Infrastructure	Bike/Ped	Impaired Driving	Infrastructure	Bike/Ped	Infrastructure	Infrastructure	Infrastructure
Frequency of coalition meetings	Quarterly	Bi-monthly	Quarterly	Quarterly	Monthly	Every other month	Every other month	Quarterly
Frequency of sub-committee meetings	monthly	as needed	not applicable	every 2 months	every other month	Once a month	unknown	quarterly
Number of sub-committees	2	5	0	5	6	4	4	5
Number of team leaders	1-2 per emphasis area	2 per emphasis area	2 per emphasis area	2 per emphasis area	2 per emphasis area	3 per emphasis area	2 per emphasis area	3 per emphasis area
MOU/Bylaws	Yes	No	No	No	No	No	No	No
Fixed or rotated meetings	Fixed	Fixed	Fixed	Rotated	Rotated	Fixed	Fixed	Rotated
Virtual participation	No	No	No	No	yes	No	yes	No
Billable MPO support	Yes	Yes	Yes	Yes	Intern	Yes	Yes	Yes
Private sector funding	Yes	No	No	Yes	Yes	No	Yes	Yes

HHH = peach; MMH/MHM = blue; MLL = purple; LLL = pink

7.5 Discussion

For each performance-collaboration typology, foundational, tier 1, and tier 2 building blocks were defined; foundational building blocks represented the coalition characteristics most frequently cited as being critical for performance within a given typology, followed by tier 1 and tier building blocks. The identification of building blocks by coalition typology allowed for the comparison of coalitions. This effort revealed that there are in fact characteristics shared by coalitions of the same performance-collaboration typology. When compared to all other typologies, high performers appear to have greater congruence in terms of the characteristics, and have more developed performance-collaboration profiles. Clear differences exist between the typologies when it comes to relationship building, reliance on the regional coordinator, efforts to deliver and communicate a consistent message, and the kinds of resources that are shared. For example, relationship building was foundational to the success of high performers. It should be noted that emerging performers also viewed relationship building as foundational for their success. However, in contrast to the high performers, for the emerging performers, the reliance on relationship building was not enough to ensure high performance outcomes. A key difference between the two coalition typologies was the availability of a coordinator. High performers tended not to rely heavily on a coordinator, but emerging performers in general lacked the regular support of a coordinator position, as reflected in the system context data.

An examination of the system context scores by performance-collaboration typology revealed two as opposed to four groups. There was overlap between the system context scores of the high performer and above average performer typologies with scores ranging between 22 and 25 in this overall higher performing group, and similar overlap between

the average and emerging performer typologies with score ranging between 18 and 20. It therefore appears that there is minimal differentiation between the coalition operations of the higher performing coalitions, but clear steps that should be considered by the lower performing group, for example rotating meetings or pursuing diverse funding sources, if they aspire to improve their performance-collaboration typology.

7.6 References

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CHAPTER 8. CLIMBING THE PERFORMANCE-COLLABORATION LADDER

8.1 Introduction

This chapter offers guidance for climbing the performance-collaboration ladder. As such, it identifies the steps to be taken as a coalition seeks to achieve the high performer typology or move from one typology to another (for example from an above average performer to a high performer). To offer guidance to practitioners, the results of an implementation scenario analysis are presented. The implementation scenario represents a specific attempt to inform practice with research. As part of the implementation scenario, the performance-collaboration ladder was shared with the regional coordinators, and a feedback session held to receive practitioner input on the findings, and potential usefulness of the results. The coordinator from a high performer (HHH) typology coalition and an above average (MMH/MHM) performer typology coalition participated in the implementation scenario. The goal of the scenario was to create an opportunity for the research results to be informed by practice as is required by a realistic evaluation. To offer all participants an equal starting point in the implementation scenario, the first step involved the presentation of the performance-collaboration ladder including building blocks, and system context scores.

8.2 The Performance-Collaboration Ladder

The performance-collaboration (P-C) ladder is adopted from ideas presented by Meyer et al. (2005) which depicts the evolution of a collaborative relationship as moving

up the ladder or as a journey of many steps. According to Meyer et al. (2005) a ladder represents the changing nature of collaboration, reflects movement towards a desired goal, and movement towards a higher level of achievement. The performance-collaboration ladder therefore seeks to link higher levels of performance, as uncovered in the performance-collaboration typologies, to the specific building blocks and system context characteristics of collaboration. The P-C ladder offers guidance to a coalition or collaborative partnership as it seeks to achieve increasing levels of performance. As shown in Figure 8-1, the key components of the performance-collaboration ladder are the performance typology, the building blocks, and the system context characteristics. As a coalition seeks to achieve the high performer typology, the ladder identifies interim building blocks for shaping the governance, structure, resources, tool/data, and strategies of the collaboration. The performance-collaboration ladder also identifies system context characteristics or operational characteristics that a coalition should seek to implement as it strives to achieve the high performer typology.

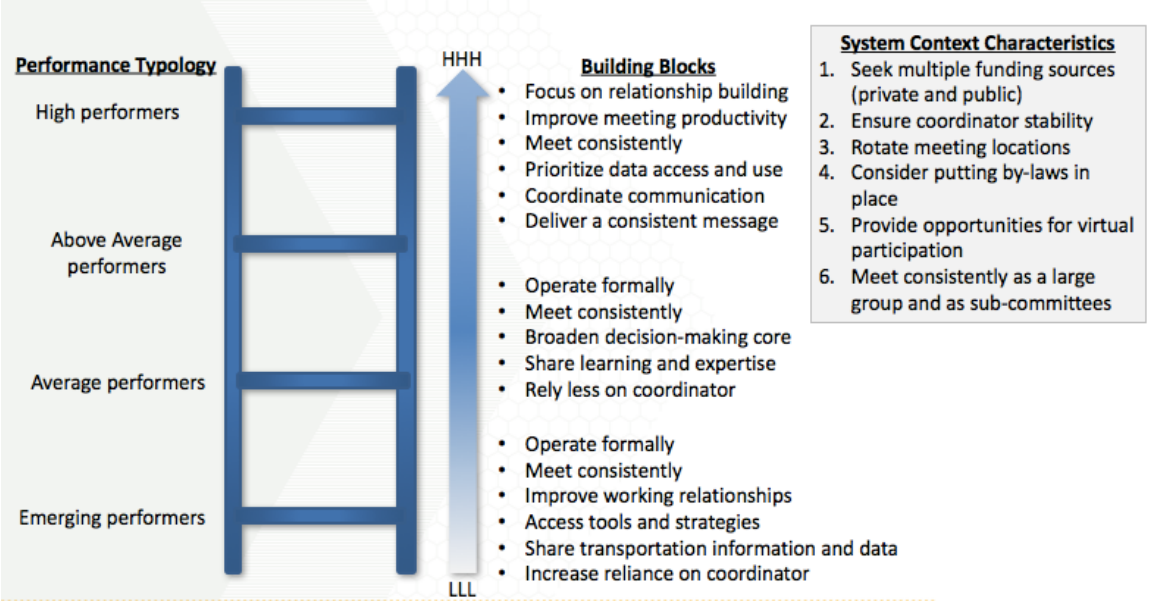

Figure 8-1 – Performance-Collaboration Ladder

8.2.1 Building Blocks of the P-C Ladder

The building blocks listed in the performance-collaboration ladder offer guidance as a coalition seeks to achieve high performer typology. The building blocks were identified following an analysis of the survey data as discussed in Chapter 7. As a coalition moves up the ladder, it is expected that implementing the building blocks will allow a coalition to move closer and closer to the high performer typology. For example, as an emerging performer moves towards a high performer typology, focus should be placed on operating formally, meeting consistently, improving working relationships, accessing tools and strategies, and sharing transportation information and data, and putting in place permanent regional coordinator leadership. As an average performer seeks to move up to a high performer typology, focus should be placed on operating formally, meeting consistently, broadening the decision-making core (i.e. group that makes decisions), sharing learning and expertise, and relying less on the regional

coordinator. Finally, as above average performer seeks to achieve high performer typology, attention should be placed on building relationships, improving meeting productivity, meeting consistently, prioritizing access to data, coordinating communication, and delivering a consistent message as is shown in Figure 8-1.

8.2.2 System Context Characteristics of the P-C Ladder

The system context characteristics shown in the performance-collaboration ladder also offer guidance to practitioners seeking to move up the ladder. System context characteristics do not necessarily reflect actions to be taken at each level of the ladder, but instead provide a holistic view of the characteristics that a coalition seeking to achieve high performer typology performance should integrate into its operational practices; the characteristics however are numbered to reflect lower order and higher order characteristics. As a coalition seeks to move from an emerging to high performer typology attention should first be placed on meeting consistently as a full coalition and as sub-committees, consideration should be given to by-laws, coordinator stability should be ensured, and as multiple funding sources should be pursued including public and private sector funding.

8.3 Performance-Collaboration Implementation Scenario

To identify possible implementation challenges and opportunities related to the P-C ladder, a scenario analysis was created, and feedback obtained. A challenge one to look ahead to a desired state, or states and consider the potential uncertainties and challenges (Schwartz, 1991). This scenario focused specifically on moving a coalition from an above average performer typology to a high performer typology. Schwartz (1991) identified

eights steps to developing scenarios as shown in Figure 8-2. These steps have been adapted to guide the implementation scenario.

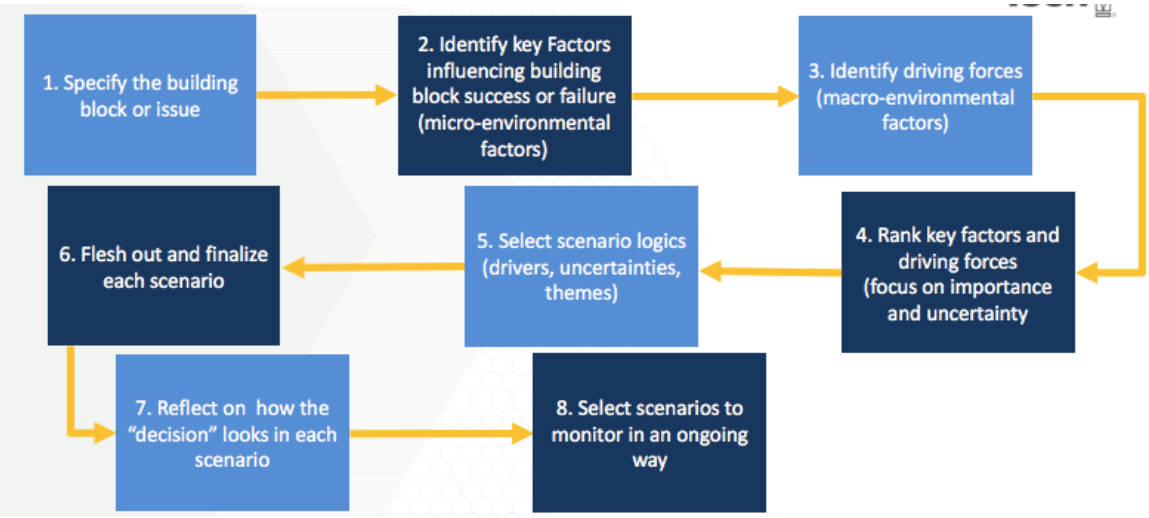

Figure 8-2 – Scenario Analysis Steps

Using the steps shown in Figure 8-2, key factors for success, potential pitfalls, and driving forces behind the building blocks were identified. With respect to the key factors, coordinators were asked what constituted success or failure, pitfalls to avoid, and considerations that shaped outcomes within their coalition. With respect to driving forces coordinators were asked to assess macro-level forces (Schwartz, 1991) impacting the coalition's ability to maintain high performance in the long-term. Finally, coordinators were asked to rank factors and driving forces. Feedback was received from coordinators representing both the high performer and above average performer typology and points of congruence highlighted in the implementation scenario.

To define a base-line scenario, building blocks from the above average performers were shared ranked, and explanations offered as to the appropriateness of these building

blocks. Table 8-1 reports these findings; feedback received on above average building blocks was from the above average performer coordinator.

Table 8-1 – MMH/MHM Building Blocks Relevance

Building Blocks*	Rank	Relevance to Coalitions
Operate in a formal manner	5	Sometimes it is necessary; sometimes it's not. Always a chain of command. Team leaders -> coordinator ->MPO ->DOT –FHWA; Meetings are formal when needed.
Rely on the coordinator	1	Because of coordinator turn over; the members are not quite sure how to proceed at times; coordinator is called on to participate in nearly every meeting
Seek member agreement before decisions are made	2	No comment
Work well to implement solutions	1	Many different partners that make up the coalition; each has their own game plan as to how they want to tackle safety – goals are the same; pull all the resources together; the agencies come together to work problems and bring the solutions
Has the support of regional leadership	Not ranked	The local level and MPO level where the coalitions are housed – there is great feedback and participation from them - There may be a gap on the state level; there is a gap at the state level
Access to tools and strategies	4	Do we have the necessary tools that we need to go out and do the education, do we have the strategies to go out and do the enforcement?
Access to data	3	Super important; everything is data-driven; work with the LTRC to have the most up to data – data related to the region; data related to any of the emphasis areas; how may crashes; time of day; type of driver; contributing factor; road conditions; what type of road are they happening on

Scenario participants were then asked to identify potential pitfalls to the successful implementation of building blocks. Potential pitfalls for implementing the above average building blocks are described in Table 8-2; both coordinators contributed to the discussion of potential pitfalls for implementation success.

Table 8-2 – MMH/MHM Building Blocks Pitfalls and Success

Building Blocks*	Potential Pitfalls to Implementation Success
Rely on the coordinator	Unavailability of the coordinator; the coordinator may not always be available (over-reliance on the coordinator)
Seek member agreement before decisions are made	Everyone has their own process, and or difference of opinion; this can delay decisions, particularly if consensus is needed to move forward
Work well to implement solutions	Poor meeting attendance; conflict around who should take the lead on decisions
Access to tools and strategies	Sometimes effective outreach tools or funding are not available
Access to data	Keeping abreast of relevant data, and ensuring proper use and interpretation of data.

To look ahead to a future scenario, building blocks from the high performer typology were shared, ranked, and explanations offered as to the relevance of these building blocks. Table 8-3 reports these findings. It should be noted that congruence was observed between the high performer coordinators and the above average performer on the ranking of high performer typologies.

Table 8-3 – HHH Performer Building Blocks Relevance

Building Blocks	Rank	Relevance to Coalitions
Meets on a consistent basis	6	Meet when you need to meet, and not just for the sake of meeting
Accomplishes what is necessary during meetings	4	Stay on track and accomplish what is needed to move forward.
Places an emphasis on building relationships	1	Have the right relationships and the right partners at the table; weed out the ones that you don't need, develop long-lasting relationships with law enforcement education, EMS, etc…so that they continue on.
Coordinates communication	2	Have an open line of communication in order to share information and support relationships
Delivers a consistent message	3	Say things with clarity and simplicity; have a consistent message
Uses common procedures and plans	5	State level – standards come down Local level - grass roots communication and relationships being built

Finally, potential pitfalls to the implementation of the HHH building blocks were solicited from both coordinators. Pitfalls included fluctuations in membership often resulting from seasonal changes in staff availability, a failure to review by-laws, and limited resource availability – fewer resources than goals. Additionally, differences in personalities, member turn-over, and a failure to regularly review procedures and assess alignment with mission and vision were also identified as key pitfalls to the successful implementation of high performer typology building blocks.

8.4 Guidance for the Capital Region Coalition

To further demonstrate how the findings from this research can be used in supporting practitioners enhance the performance-collaboration system of a regional safety coalition, specific guidance is offered here for the Capital coalition; this guidance was constructed from the combined results of the RTC interviews and surveys. As an above average (MMH/MHM) performer striving to be a high (HHH) performer, the Capital coalition is seeking to climb from Level 2 to Level 1 of the performance-collaboration ladder. The coalition should therefore focus on relationship building, improving meeting productivity, and meeting consistently. The coalition should also prioritize access to data, coordinate communication, and focus on delivering a consistent message. The Capital region should seek to rely less on its regional coordinator by introducing more structure into its operations. The Capital coalition should continue to operate formally, work well to implement solutions, and seek member agreement before decisions are made. Other opportunities for attention and possible improvement include the collaborative pursuit of funding, joint measurement of performance, and conducting joint implementation.

Finally, to improve perceptions of effectiveness, the capital region could seek to improve member satisfaction. To improve reputation, the coalition may consider improving favorability with partner organizations, and providing innovative solutions and services, where possible. To improve efficiency the coalition may seek to improve responsiveness to government policies, and when relevant focus on delivering on time.

In terms of system context, in the immediate future, the Capital coalition should focus on maintaining coordinator stability. The coalition has had three coordinators since its formation approximately five years ago which appears to have created uncertainty in decision making, difficulty in the creation of group norms, and an over-reliance on the regional coordinator. As it moves from an above average performer to a high performer, developing a decentralized decision making structure and group culture that can survive in-spite of regional coordinator turn-over should be a priority.

8.5 Discussion

The value added that the P-C ladder offers is the identification of best practice for achieving high performer typology while identifying interim steps or low-hanging fruit that may be implemented for the purpose of incremental chance in the event that constraints of time money, or staff preclude a coalition from improving all dimensions of the collaboration construct, or implementing significant system context changes. The implementation guidance provides practitioner feedback on the results thereby grounding the results in real-world challenges the may be faced on the climb up the P-C ladder.

8.6 References

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CHAPTER 9. AN ASSESSMEENT OF SAFETY PERFORMANCE

9.1 Introduction

This chapter demonstrates an approach to assessing system performance outcomes for each regional safety coalition. As not all coalitions were old enough to be included in this analysis, the chapter outlines an approach that may be used when there is appropriate data for statewide evaluation of performance at the regional level. Evaluating safety system performance outcomes, is an integral part of assessing the performance-collaboration-system -- in terms of characterizing long-term outcomes. As noted in the discussion of the RTC framework, performance benefits realized from the collaborative work of the regional safety coalitions are realized in the day to day services, programs, and campaigns offered to the public - such as child safety restraint checks, distracted driving education, and DWI/DUI enforcement, as well as in the safety performance of the transportation system.

Louisiana has adopted destination zero death as an aggressive vision for the reduction in traffic-related deaths and injuries (SHSP, 2017). The SHSP serves as the primary vehicle for implementing the vision of destination zero and in its 2017 update included five emphasis areas that are the priority focus for the next five years of the plan: impaired driving, occupant protection, infrastructure and operations (roadway departure), crashes involving young drivers, and distracted driving. System performance outcomes occur in the long term and must be tracked for long periods of time. While inter-organizational performance may be viewed as the output of the coalition's activities, system performance may be viewed as the outcomes of the coalition's activities. Coalition performance outputs may thus be viewed as a precursor to system performance outcomes, thereby serving as a

leading indicator for system performance outcomes. Safety system performance is therefore an integral part of collaboration-performance analysis, in the long term. Given that the coalitions have only existed for a few years, the intent of this discussion is to offer an approach for evaluating safety system performance outcomes as coalitions mature or have enough representative data available for the analysis.

In the sections that follow, the approach is demonstrated using data available for the oldest coalitions South Central and New Orleans. Ultimately this safety performance assessment should a offer insight into how the coalition is performing in terms of its long-term objectives.

9.2 Analysis Approach

To assess regional coalition safety performance, the Louisiana High Safety Commission's SHSP Level I Dashboard was used to identify "before and after" crash trends for the entire state and the coalitions of interest; this example focuses on the South Central and New Orleans coalitions. Data indicating changes in contributing factors as a percent of total fatalities and severe injuries, were used to identify the before and after trends. A contributing factor may be thought of as the primary cause resulting in the crash-related fatality or serious injury. Examples include older drivers, motorcycles, bicycles, and commercial motor vehicles, (SHSP, 2017). Of specific interest to this analysis were the contributing factors aligning directly with the SHSP emphasis areas – young drivers, occupant protection, impaired driving, and infrastructure and operations (roadway departure). For example, the young driver emphasis area is focused on crashes involving a driver between the age of 15 and 24 (SHSP, 2017), and the occupant protection emphasis

area a crash involving a driver or occupant not using or improperly using their seatbelt. Five year averages in percent change were then reported by emphasis area or contributing factor to be consistent with the approach reported in the 2017 SHSP update.

Safety system analysis was completed for the South Central coalition, formed in 2010, and the New Orleans coalition, formed in 2011, as these two coalitions were the only coalitions 'old enough' to allow for the calculation of 5-year average percent change for a before and after time period. For the South Central coalition, the before period was 2006 to 2010 and the after period 2011 to 2015. For the New Orleans coalition, the before period was 2007 to 2011 and the after period 2012 to 2016. To allow for a comparative analysis of safety performance in both regions, safety system performance analysis was completed for the 2007 to 2011 and the after period 2012 to 2016 before and after time periods. For a more complete picture of coalition performance, results the South Central and New Orleans coalitions were benchmarked against statewide performance over the same time period.

9.3 Safety Performance Results

The SHSP Dashboard contains fatality and serious injury data for each regional safety coalition. Average coalition performance was therefore calculated by averaging the percentage change for both the severe injury and fatality categories. These calculations were conducted for each of the four SHSP emphasis areas young drivers, occupant protection, impaired driving, and infrastructure/operations. Due to its recent adoption to the SHSP, the distracted driving emphasis area was not included in this analysis. Results for the percent change in fatal and serious injury crashes by emphasis area for the South Central and New Orleans coalitions, and the State of Louisiana are shown in Table 9-1.

Table 9-1 – Percent Change in Crashes by Emphasis Area

Percent Change from the Before Period (2007 - 2011) to the After Period (2012-2016)				
Coalition	**New Orleans**	**South Central**	**State**	**Emphasis Area**
Fatalitites	-0.19	-0.22	-0.15	Young Drivers
Serious Injury	-0.24	-0.12	-0.13	
Overall %	-0.21	-0.17	-0.14	
Fatalitites	-0.12	-0.10	-0.18	Occupant Protection
Serious Injury	-0.19	-0.15	-0.15	
Overall %	-0.15	-0.13	-0.16	
Fatalitites	-0.02	-0.02	0.00	Impaired Driving
Serious Injury	0.31	-0.26	0.03	
Overall %	0.14	-0.14	0.02	
Fatalitites	-0.16	-0.09	-0.02	Infrastructure and Operations
Serious Injury	0.08	-0.11	0.06	
Overall %	-0.04	-0.10	0.02	

As shown in Table 9-1 New Orleans has had a 21% decrease in overall crashes with a young driver contributing factor. Both South Central and New Orleans are performing better than the state in the young driver emphasis area. The state however performed better than both New Orleans and South Central in the occupant protection emphasis area. The state has experienced a 16% decrease in occupant protection crashes whereas New Orleans and South Central Coalition have only experienced a 15% and 13% decrease in crashes respectively. For impaired driving crashes, South Central has outperformed both the state and New Orleans with a 14% decrease in crashes. It should be noted, that both New Orleans and the state have experienced an increasing trend in impaired driving crashes; the state has seen a 2% increase in crashes and New Orleans a 14% increase in crashes. South

Central has experienced a 10% decrease in infrastructure and operations crashes; New Orleans region has experienced a 4% decrease in infrastructure and operations crashes, and the state a 2% decrease.

In summary, in a comparative analysis of system safety performance impacts within South Central, New Orleans, and the entire state for the before period 2007 to 2011, and the after period 2012 to 2016, South Central has experienced the greatest decrease in crashes for the impaired driving and infrastructure emphasis areas. New Orleans has experienced the greatest decrease for the young driver emphasis area. There is a generally decreasing trend in crashes for the young driver and occupant protection emphasis areas. There is also increasing crash trend for the impaired driving emphasis area in New Orleans and the state as a whole where trends for the reduction in both severe injuries and fatalities fall short of desired benchmarks (SHSP, 2017). There is a decreasing crash trend for infrastructure and operations crashes in both South Central and New Orleans, but an increasing trend across the state as a whole where trends for the reduction of severe injuries are off track (SHSP, 2017).

Beginning, in 2018 the safety system analysis may be expanded to include the Capital coalition which was formed in 2012. The before period for the analysis will then be 2008 to 2012 and the after period 2013 to 2017. As coalitions 'age in' they can be added to the system safety performance analysis. The youngest coalitions are Northwest and Northeast, formed approximately two years ago in 2015. It is therefore anticipated that the first year when a complete system performance analysis for all nine regional coalitions will be available is 2021. The before period will be 2010 to 2014, and the after period 2016 to

2020. Table 9-2 shows the anticipated years when each of regional safety coalitions will become eligible for this analysis of system safety performance outcomes.

Table 9-2 – Regional Coalition Safety Analysis Eligibility

Coalition	Year of Formation	Age	Before Analysis Period	After Analysis Period
South Central	2010	7	2006 to 2010	2011 to 2015
New Orleans	2011	6	2007 to 2011	2012 to 2016
Acadiana	2013	4	2009 to 2013	2014 to 2018
North Shore	2014	3	2010 to 2014	2015 to 2019
Capital	2012	5	2008 to 2012	2013 to 2017
Northeast	2013	4	2009 to 2013	2014 to 2018
Central	2015	2	2011 to 2015	2016 to 2020
Northwest	2015	2	2011 to 2015	2016 to 2020

9.4 Region Safety Coalition Accomplishments

At the statewide level, a set of strategies was identified to support regional coalitions in the pursuit of TZD goals and objectives. Table 9-3 list accomplishments for both the South Central and New Orleans coalitions by emphasis area. This examination of emphasis area accomplishments, offers insight into activities undertaken to reduce crashes.

Table 9-3 – Emphasis Area Accomplishments by Coalition

Emphasis Area	Accomplishment
Young Drivers (New Orleans)	Worked with the region's university police departments to address college age young drivers. Piloted a parent session for the Sudden Impact program to teach parents about teen driver safety and regulations.
Occupant Protection (South Central)	Achieved the highest front seat occupant seat belt use in the state at 91.2 percent and the highest child restraint usage of 88.8 percent in 2015. Implemented I Got Caught Wearing My Seatbelt program where students were rewarded for wearing their seat belts in school zones.

	Provided over $10,000 in child safety seats in the region.
Impaired Driving (South Central)	Purchased the first Regional DWI Unit in the State of Louisiana to be used in joint multijurisdictional DWI checkpoints and saturation patrols in the parishes of Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne. Conducted Fatal Vision Goggle demonstration in collaboration with Nicholls State University Health Services and Louisiana State Police Troop C.
Cross-cutting (South Central and New Orleans)	Hosted a Traffic Safety Summit and invited all individuals interested in safety to attend. Hosted a Traffic Safety Summit where participants had an opportunity to learn about a variety of traffic safety issues.

9.5 Summary

The review of crash data and accomplishments by emphasis area offers insight into the safety system performance of the South Central and New Orleans coalitions. As these are the two oldest safety coalitions, data were available to support this analysis. As the remaining coalitions 'age in' this system safety analysis can be expanded to include the other coalitions. In terms of the broader performance-collaboration system, system safety performance analysis completes the analysis needed to understand the performance construct of the conceptual framework. The intent is to bring sufficient information to bear to allow for the evaluation of the regional coalitions in terms of shorter-term outputs related to inter-organizational performance, and longer-term outcomes related to system safety performance. By 2021, a complete picture of the performance construct in terms of inter-organizational performance and system safety performance will be available. Based on the limited data available, it would appear that the HHH typology coalition, South Central, has

experienced greater gains in system safety performance than the MLL typology coalition New Orleans.

9.6 References

SHSP Reports – Louisiana Crash Reports (2015). Highway Safety Research Group, Louisiana State University. http://datareports.lsu.edu/shsps.aspx. <Accessed October 2017>.

Louisiana Strategic Highway Safety Plan Update – Destination Zero Deaths (2017). Louisiana Department of Transportation and Development and the Louisiana Highway Safety Commission.

CHAPTER 10. DISCUSSION AND CONCULSIONS

10.1 Introduction

This chapter provides a discussion of the results presented in this dissertation, offers concluding remarks, outlines the contributions and limitations of this research, and identifies opportunities for future work. The primary objective of the research was to develop a conceptual framework and building blocks for regional collaboration in a performance-based transportation planning context. The research drew on literature including transportation performance management, inter-organizational partnerships, and collaborative governance to support the development of the conceptual framework. This then supported the investigation of performance and collaboration as interlinked constructs. Performance was measured in terms of effectiveness, reputation and efficiency, and collaboration measured in terms of structure, governance, resources, tools/data, and strategies. Through a comparative analysis of nine regional safety coalitions, this research investigated how the concept of regional transportation collaboration may be operationalized in practice, defined building blocks and typologies for an effective performance-collaboration system, and offered guidance to practitioners interested in working to improve performance outcomes through collaborative partnerships.

10.2 Discussion

This dissertation offers guidance to support systematic performance enhancement through improved collaboration. The findings indicate that common collaborative strategies can be identified and associated with different levels of performance within

regional transportation coalitions. The new performance-collaboration framework – the regional transportation collaboration framework - consists of two main components the collaboration construct and the performance construct. The performance-collaboration ladder is effective for diagnosing where one is on a performance-collaboration scale, and in so doing offers guidance to practitioners seeking to move progressively from one typology to the next by operationalizing building block and system context characteristics.

The goal for any coalition should be to move from its current performance-collaboration typology to the highest performing typology. The value of the regional transportation collaboration framework and supporting ladder is that it allows a collaboration to see where it is on the performance-collaboration continuum and aim for whatever constitutes the best or most effective practice within their cohort or partnerships. However, in practice due to constraints of time, money and staff, often all that can be achieved is an incremental improvement. An emerging performer may not be able to move to a high performer typology in short order, but through incremental change may be able to move to an average performer typology, then on to an above average performer typology, and finally on to a high performer typology, or through any series of steps allowed by resource availability. The performance-collaboration ladder therefore adds value by outlining the building blocks and system context characteristics to be considered as a coalition seeks to make needed improvements. It is anticipated that agencies will in most if not all cases aim to implement the best practices of the high performer typology, irrespective of where they are on the ladder. In the event that there are costs associated with moving up the ladder, it is advised that agencies consider the relative costs of implementing specific building blocks or system context characteristics. Ultimately a coalition should

strive to be a high performer, and as such adopt the building blocks that characterize the high performer typology.

Investigating the performance construct, and the collaboration construct was the first step in understanding the performance-collaboration system. For the regional safety coalitions investigated in this analysis four distinct performance-collaboration typologies representing different levels of performance, were uncovered. The coalitions were grouped or placed on a continuum based on their performance-collaboration typologies allowing for the identification of high performers or most successful performers, at the top of the continuum, and emerging performers or groups in need of improvement at the low end of the continuum. Results indicate that within a cohort of collaborations it is likely that a particular dimension of performance or collaboration will emerge as critical for improving upon or achieving desired outcomes. For example, in the cohort of coalitions analyzed herein, within the performance construct, the score or level of achievement in the effectiveness domain appears to have had the greatest impact on a coalition's typology as it moved along the performance-collaboration continuum as shown in Figure 7-1. It is likely that the critical dimension will be most aligned with the programmatic goals or objectives of the group. For example, in a service-oriented collaboration reputation may be the critical dimension. Alternatively, in a resource-heavy collaboration efficiency may emerge as the critical dimension. The critical dimensions identified within the collaboration construct varied depending on the typology as shown in Figure 7-2. Based on the analysis of this limited number of cases, collaborations striving for a high performer typology should aspire to high or medium scores in all dimensions of the collaboration construct, and no less than medium level of resource availability as shown in Figure 7-2.

The value of the typologies is that they allow collaborative partnerships to see where the place in relationship to their peers on a collaboration-performance continuum thereby diagnosing their position on a scale, and identifying the dimensions most critical to the group. The typologies also allow for the identification of best or most effective practice within the cohort of partnerships.

The findings in this research, with respect to system context characteristics, reinforced previous literature that emphasized the importance of not only resource availability but resource diversity. The role of consistent and effective leadership, and creating equal access for the participation of all members. Finally, the opportunity to meet in group with that shared common, goals, and objectives was reinforced. No definitive patterns were uncovered for remaining system context characteristics including the age of the coalition, background of the coordinator, priority emphasis area, or number of team leaders.

10.3 Contributions to Knowledge

This research contributes to performance-based transportation planning knowledge by integrating hitherto disparate bodies of knowledge, 1) transportation planning and performance, 2) collaborative governance (public policy/administration), 3) inter-organizational collaboration/partnerships, and 4) collaborative working (construction management), in the literature, to support the systematic improvement of regional partnerships operating in a performance-collaboration system. The study drew from literature to create a conceptual framework in order to investigate the performance-collaboration linkage. This work therefore moves beyond often anecdotal evidence about

performance and collaboration often presented in transportation literature.

Furthermore, the study enhances and builds upon past and current work in transportation including the Regional Models of Cooperation Handbook, the Regional Transportation Operations Collaboration and Coordination Framework, and work done by Meyer et al. (2005) to investigate the health of collaborations in transportation: the key difference between these prior works and this research is the explicit focus on linking performance and collaboration in a manner that offers guidance for improving one's performance outcomes progressively. The high performer building blocks identified in this research reinforce several of the central tenants identified in the RMOC Handbook including relationship building, culture of cooperation, equal participation, and flexible formality. System context characteristic found to be unique to high performers was the rotation of meeting locations which can be viewed as facilitating equal participation in coalition activities. This research, however, goes a step beyond the RMOC by prioritizing its building blocks and system context characteristics into foundational, tier 1, and tier 2 levels. As such not all building blocks are viewed as equal allowing partnerships to focus on incremental change in an environment where, the ideal, the implementation of all tenants or building blocks may not be possible.

Findings from this research advance the work of the RTOCC by offering higher order guidance that focuses on both dimensions and characteristics. The guidance of the RTOCC focuses primarily on the dimensions or components of collaboration, as they are referred to, structure-process - performance-resources-products, but placed less emphasis on the characteristics or building blocks of each dimension that were critical for performance success. The findings of this research therefore offer steps to further operationalize the

RTOCC framework. By identifying building blocks or characteristics for each dimension at different performance level in the event that a collaborative partnership is constrained in a manner requiring incremental change. Findings from this research build upon and contribute to the work of Meyer et al. (2005), which identified characteristics of the collaboration process that change as a collaboration moves up the ladder of success, by identifying specific changes or building blocks one could observe in implement to achieve the high performer typology.

10.4 Contributions to Practice

This research contributes to the practice of PBTP by offering typologies, building blocks, and implementation guidance to practitioners working to improve performance outcomes through collaborative partnerships. These findings move beyond previous efforts to simply characterize collaboration, by characterizing collaboration and explicitly linking it to performance. The findings offer a tool – the performance-collaboration ladder - for agencies seeking to embark upon a collaborative partnership, or seeking to improve upon an existing partnership (Chapter 8). The performance-collaboration ladder offers guidance for prioritizing efforts with respect to increasing performance.

The scenario analysis or implementation demonstration (Chapter 9) guides practitioners through potential pitfalls and challenges as they seek to move up the performance-collaboration ladder. The, associations identified between the performance construct, the collaboration construct, and coalition typologies offer a tool or road map for practice that identifies minimum dimension levels needed at various performance-collaboration typologies.

Finally, the approach to measuring system performance offers specific guidance to safety planning collaborations operating within a Vision Zero context. Pertinent to the measurement approach, is identifying programmatic goals, measures, and safety emphasis areas upfront. Defining a before and after point for comparison is also necessary as is tracking of implementation successes and accomplishments. The combined effort undertaken in this dissertation to assess collaboration within regional safety coalitions and to identify an approach for tracking system performance once safety coalitions are formed, contributes specifically to the both process evaluation and outcome evaluation of Vision Zero collaborations.

10.5 Research Limitations

This research involved a small-N comparative analysis of nine regional safety coalitions. Generalizability of results is therefore less of a priority than developing an in depth understanding of how the phenomena manifests itself in the given context. As is the case with the investigation of complex phenomena involving configurations of context, mechanisms, and outcomes, the solutions identified herein are likely not unique, nor are they likely the only solutions leading to the desired outcome of higher performance. The intent therefore is to contribute to the solution space, and to identify similarities, and differences between existing solutions in an effort to build an evidence-base over time.

As no industrywide benchmarks exist for collaborative relationships or inter-organizational performance, stakeholder perceptions (i.e. feelings about a situation or environment) provided the data about performance. Assurances of confidentiality and anonymity were therefore essential to enable the truthfulness and usefulness of responses.

As is the case with perception surveys, respondent concerns about the use or misuse of data may have impacted results. Great care was therefore taken to ensure participant confidentiality and anonymity. As is to be expected with online surveys, lower than desired response rates created data limitations, particularly within the context of an embedded case analysis where response rates were not uniformly distributed. The lack of industry-wide benchmarks also meant that the coalitions had to be benchmarked against one another as opposed to an external party. The highest performing coalition in this research could likely become the lowest performing collation in another study sample. The key contribution here is thus the approach and context specificity of findings across typologies, as opposed to where and how each coalition was ranked.

This research is representative of a realistic evaluation. A limitation of realistic evaluation oriented research is the detail with which processes have to be studied. This research was no exception as both interviews and a survey were used to gain a better understanding of the phenomena being investigated. Limitations of time and resources meant that only the regional coordinator from each coalition could be interviewed. These interviews however were supplemented by interviews of statewide staff.

The performance-collaboration framework can be thought of as capturing the relationship between latent variables, or constructs that cannot be directly measured, such as collaboration. Measurement of latent variables is often constrained by the indicators or characteristics chosen as observed variables; a limitation of such research is the selection of indicators and ensuring that these indicators are mutually exclusive and collectively exhaustive.

System performance or safety performance was a key conceptual component of the performance-collaboration framework. However, data limitations, particularly due to the age of the coalitions included in this analysis, created an environment where assessing system performance for all coalitions was not plausible. Instead, the methodology outlined in Chapter 9 offers guidance on the approach to use to assess safety performance once the data needed becomes available.

Finally, as with any mixed method, relying heavily on qualitative data great discretion is given to the researcher in decisions to be made about coding and data analysis. The key in such research is transparency and cross-validation of results. The research design was developed such that cross-validation steps were incorporated into data analysis and interpretation, through feedback loops and consultation with the regional coordinators and statewide representatives. However, researcher bias still remains a limitation of such an analysis.

10.6 Future Work

Collaboration and cooperation within and across agency boundaries will become increasingly important as new policies and implementation strategies are developed. There will be an increasing need for collaboration among federal agencies, state DOTs, local governments, transit agencies, and MPOs. This research is therefore poised to contribute to ongoing efforts to improve relationships across regions. The performance "first" approach taken in this research can be adopted across performance-based transportation planning areas as a means for linking performance goals with collaboration characteristics and building blocks. An explicit understanding of the building blocks and system

characteristics present among high performers as opposed to emerging performers, will allow transportation partners to shape partnerships in a performance-oriented manner. It is anticipated that the performance-collaboration ladder can facilitate such improvements. It is also expected that the progressive implementation of the ladder will support the development of an evidence-base of obstacles and pitfalls to avoid as agencies seek to form and develop collaborative partnerships in practice.

Other potential areas for implementation of the approach and tools developed in this dissertation are the project delivery space, where construction management literature has already made significant strides articulating goals for collaborative working and performance. This research can also offer support to transportation asset management, where there are calls for collaboration between state, MPO, and transit partners in the development performance-based transportation asset management plans. Findings from this research can therefore facilitate process and outcome evaluation in support of transportation asset management plans, in the same manner that was done for the strategic highway safety plan in the safety coalitions studied in this research. In addition, as data become available, opportunities may exist to explore the correlation between coalition performance and system performance. In particular, as evidence accrues to support coalition performance, specifically with respect to coalition processes and operation, such data may be used as a surrogate or leading indicator for system performance, in early stages of implementation, when it is too soon to collect viable data on system performance outcomes.

Finally continued opportunities exist for the development of the coalition typologies, building blocks and characteristics of regional safety coalitions. Louisiana was the second

state to adopt a collaborative and regional approach to the implementation of its strategic highway safety plan. Minnesota was the first state to pursue such efforts, and other state continue to express interest in this model. Future work may therefore involve an expansion of the analysis and findings to include states such as Minnesota thereby expanding the potential for generalizability of findings and further contributing to the growing body of activity supporting the Vision Zero goals.

As a next step towards the continuation of this research, at the request of the regional coordinators participating in the implementation scenario presented Chapter 9, the author has been invited to present findings to individual regional safety coalitions in Spring 2018 so coalition members *"can learn more about what is going well, areas for improvement, and how their collaboration is performing relative to its peers*" (coordinator – Capital Coalition). Figure 10.1 summarizes opportunities for future work discussed in this section.

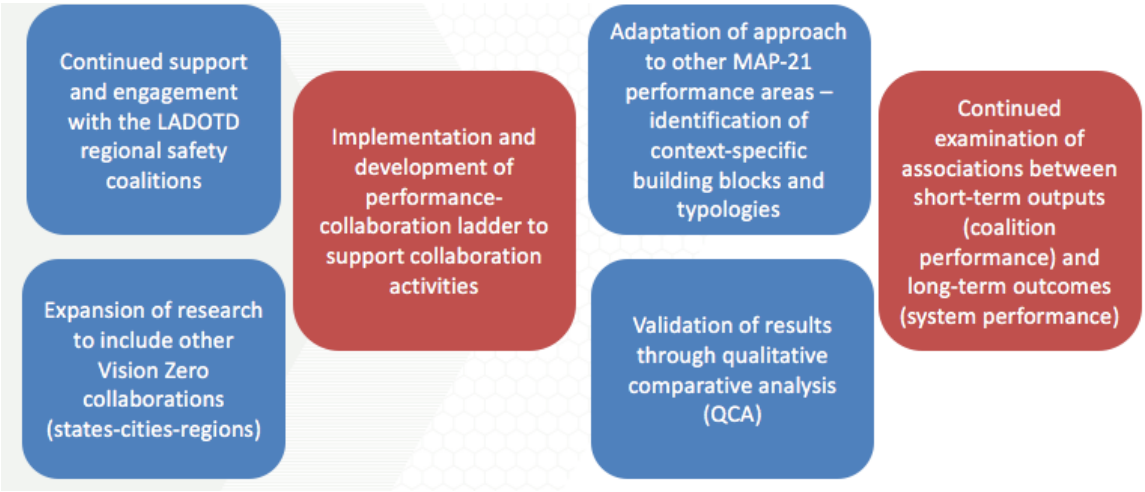

Figure 10-1 – Opportunities for Future Research

10.7 Broader Significance

This dissertation research will lead to broader impacts through the guidance offered that supports systematic performance enhancement through improved collaboration. There are currently limited models in the transportation literature and in practice designed to foster systematic improvements in performance through enhanced collaboration. Given the renewed emphasis on external collaboration in performance-based transportation planning, there is a need for conceptual and analytical frameworks that support the RTC paradigm, expand RTC thinking and activity, and explicitly link performance and collaboration. Results indicate that common collaborative strategies can be identified and associated with different levels of performance within regional transportation coalitions, while the RTC conceptual framework offers a context-specific evaluative framework that may be used to operationalize the interlinked constructs of performance and collaboration in PBTP. The research also contributes to the practice of PBTP by offering typologies, building blocks, and implementation guidance to practitioners working to improve performance outcomes through collaborative partnerships.

In summary, the results of this research can be immediately applied in public-sector transportation agencies to enhance their performance-collaboration activities that support performance-based transportation planning. The results may be leveraged to improve performance-collaboration activities in other MAP-21 performance areas, and may be used to enhance ongoing efforts through Every Day Counts to train transportation professionals and deploy knowledge about effective performance-collaboration systems. These impacts can be enhanced by future work, research and publication, which may ultimately deepen the understanding of performance-collaboration systems for

transportation planners, engineers, and a broader transportation audience.

APPENDIX

A.1 List of Interviewees

Name	Region
Cassie Parker	South Central Regional Safety Coalition
Dan Jatres	New Orleans Regional Traffic Safety Coalition
Melissa Newell	Acadiana Transportation Safety Coalition
Nelson Hollings	North Shore Regional Safety Coalition
Kenyatta Robertson	Capital Region Transportation Safety Coalition
Cynthia Perdue	Northeast Louisiana Highway Safety Partnership
Sooraz Patro	Central Louisiana Regional Safety Coalition
Shelly Barrett	Northwest Regional Safety Coalition
Rudynah Capone	Louisiana Transportation Research Center (Former Regional Coordinator)
Autumn Goodfellow-Thompson	SHSP Program Manager*
April Renard	Louisiana DOTC; Infrastructure and Operations Team Co-Leader

**SHSP Program Manager – manager of the regional coalitions program

A.2 RTC Interview Protocol

Linking Regional Collaboration to Transportation System Outcomes and Inter-Organizational Performance

Consent

You are being asked to be a volunteer in a research study. The purpose of this study is to examine the linkage between regional collaboration and performance (transportation system performance and inter-organizational performance). This interview will take no more than 1 hour to complete. This interview is being administered via phone, and may with your consent be recorded to facilitate future transcription. All responses shall remain confidential. The risks involved are no greater than those involved in daily activities. You will not benefit or be compensated for joining this study. Study records will be kept confidential to the extent required by law. To make sure that this research is being carried out in the proper way, the Georgia Institute of Technology IRB may review study records.

The Office of Human Research Protections may also look at study records. If you have any questions about the study, you may contact Dr. Adjo Amekudzi-Kennedy at telephone 404-894-0404. If you have any questions about your rights as a research subject, you may contact Ms. Melanie Clark, Georgia Institute of Technology at (404) 894-6942. Your participation in this study is voluntary. You do not have to be in this study if you don't want to be. You have the right to change your mind and leave the study at any time without giving any reason and without penalty. You will be given a copy of this consent form to keep. You do not waive any of your legal rights by agreeing to be in the study. Your completion of this interview provides your consent to participate. Thank you in advance for participating in this interview.

Research and Interview Purpose

How does regional transportation collaboration impact transportation system performance and inter-organizational performance? This is one of the questions being answered in this research. The Louisiana Regional Safety Coalitions have been selected as case studies for this research.

The purpose of this interview is to gain a better understanding of how partners within your coalition collaborate, identify challenges and/or threats to the success of your coalition, and to identify system performance and/or inter-organizational performance benefits experienced as a result of the coalition's efforts.

Interview Sections

A. Respondents Profile

B. Structure-Process-Governance

C. Collaborative Governance

D. Collaborative Strategies

Respondents Profile

1. Name:

2. Which safety coalition do you work with?

3. How long have you worked with your coalition as the safety coordinator?

4. What is are your primary roles and responsibilities as a safety coordinator?

5. What is the primary strategic area of focus for your safety coalition?

a. ☐ Enforcement
b. ☐ Education
c. ☐ Infrastructure (engineering)
d. ☐ Distracted Driving
e. ☐ Bicycle and Pedestrians
f. ☐ Other (please specify)

Structure-Process-Governance

- Linking system performance with specific dimensions of the collaborative framework developed

1) Context

LENGTH: How long has the coalition existed for?
PURPOSE: For what purpose was the coalition formed?

2) Structure

ACTORS: What type of actors are involved in the coalition
FREQUNCY: How often does your coalition meet?
COMMITEES: Does the coalition have sub-committees?
LOCATION: Are coalition meeting locations fixed
NUMBER: How many members are in the coalition?
ACTIVITY: How many active members are in the coalition? How do you define "active"?

3) Governance

SCOPE/SCALE: What is the scale and scope of the work undertaken by the coalition?
LEADERSHIP: Are leadership roles within the coalition fixed or rotated?
DECISIONS: How are decisions made within the coalition?
PARTICIPATION: Does the coalition offer members options to participate virtually?
TRUST: Do network partners trust one another? How do you know?
CONFLICT: Does the coalition have a conflict resolution process in place?

4) Resources

STAFF: Does the coalition have dedicated staff? Is the staff voluntary or involuntary?
FUNDING: Does the coalition have dedicated funding?
COST: Do coalition members share costs?
FUNDING ARRANGEMENT: What are the sources of coalition funding?

5) Performance

USE: Does the coalition use performance measures to track performance? Is the use of performance measures embedded practice?
GOALS: Does the coalition have shared goals and objectives?
TRACKING: Does the coalition track implementation of its goals and objectives?
MANDATES: Is the use of performance measures mandated?

6) Challenges and Benefits

CHALLENGES: What have been the greatest challenges to the success of the coalition?
BENEFTIS: What have been the greatest benefits gained from the collaboration of coalition members?

Collaborative Governance Interview Protocol (for coordinator)
These following questions will allow me to understand the collaborative governance system that your coalition operates within.

Type	Main Question	Back-up Question
1. System Context		
	Please describe the broader political, and or fiscal reality that led to the formation of the coalition?	Was formation mandatory or voluntary?
2. **Collaborative Governance Regime**		
	Please describe the inter-organizational system of federal, state, and local organizations that make up the coalition?	Please describe the number of partners, the frequency of meetings, and the approach towards governance within the coalition?
3. **Drivers**		
	What event(s) whether technical, fiscal, political, or other served as motivation for the *initial* formation of the coalition?	If there were multiple drivers please indicate the single most influential driver?
4. **Outputs**		
	What outputs have resulted from the collaborative actions undertaken by the coalition? What evidence do you have of this success?	What long-term outcomes are expected/ desired? What evidence of success is anticipated?
5. **Capacity for Joint Action**		
	What resources are available to the coalition?	What resources are most critical to the successful functioning of the coalition?
6. **Shared Motivation**		
	What factors and/or events are motivating the *continuing* work of the coalition?	What is sustaining the group? Why do you continue to work and meet? Are there current or potential threats to the ongoing work of the coalition?
7. **Principled Engagement**		
	Please identify any collaborative work, products, or activities that have resulted from the work of the coalition?	Have any new collaborations grown directly as a result of the work of the coalition?

Other: Is there anything unique or innovative about the coalition that you would like to share.?

Collaborative Strategies Interview Protocol (for all members)

Please indicate the extent to which you agree/disagree with the statement below (check the one response). The use of (insert collaborative strategy) has significantly contributed to the performance (attainment of goals and benefits) of the coalition

Collaborative Strategy	***Description***	***Strongly Disagree***	***Disagree***	***Neutral***	***Agree***	***Strongly Disagree***
1. Follow the Money	collaborative pursuit of funding	☐	☐	☐	☐	☐
2. Get Smart	sharing expertise and joint learning	☐	☐	☐	☐	☐
3. With One Voice	coordinating communications and giving a consistent message					
4. On the same page	developing common procedures, protocols, and plans					
5. Measuring Up	jointly measuring performance					
6. You Ought to Know	sharing transportation information					
7. Can You Hear Me Now	developing tools for efficient communications					
8. Sharing the Wealth	sharing resources					
9. Building Economies of Scale	consolidating services					
10. All Together Now	performing joint operations					

A.3 RTC Interview - System Context Scores

Interview Data								
Coalition Characteristic	South Central	New Orleans	Acadiana	North shore	Capital	Northeast	Central	Northwest
Age of coalition (years)	H	H	M	L	M	L	L	L
Length of coordinator employment	M	L	H	M	M	M	L	M
Coordinator stability	H	L	H	L	L	H	L	H
Existence prior to SHSP	H	H	L	L	L	L	L	L
Number of parishes	H	H	M	H	M	L	L	M
Priority emphasis area	H	L	L	H	L	H	H	H
Frequency of coalition meeting	L	M	L	L	H	M	H	L
Sub-committees	L	M	L	M	H	M	M	M
MOU/Bylaws	H	L	L	L	L	L	L	L
Fixed or rotated meetings	L	L	L	H	H	L	L	H
Virtual participation	L	L	L	L	H	L	H	L
Private sector funding	H	L	L	L	H	L	H	H

Interview Data								
Coalition Characteristic	South Central	New Orleans	Acadiana	North shore	Capital	Northeast	Central	Northwest
Age of coalition (years)	3	3	2	1	2	1	1	1
Length of coordinator employment	2	1	3	2	2	2	1	2
Coordinator stability	1	1	3	3	1	3	3	3
Existence prior to SHSP	3	3	1	1	1	1	1	1
Number of parishes	3	3	2	3	2	1	1	2
Priority emphasis area	3	1	1	3	1	3	3	3
Frequency of coalition meeting	1	2	1	1	3	2	3	1
Sub-committees	1	2	1	2	3	2	2	2
MOU/Bylaws	3	1	1	1	1	1	1	1
Fixed or rotated meetings	1	1	1	3	3	1	1	3
Virtual participation	1	1	1	1	3	1	3	1
Private sector funding	3	1	1	1	3	1	3	3

A.4 RTC Interview Case Profiles

A.4.1 Northwest Regional Coalition

A.4.1.1 Overview

The Northwest Regional Safety Coalition covers seven parishes across Louisiana. Somewhat unique to the Northwest Coalitions is the fact that the coalitions parishes align directly with the state patrol Troop G areas and the DOTD District. The current coordinator has been with the coalition since its formation in 2015 and has worked with the coalition for approximately 2 years. The Northwest Coalition was the last coalition to form and so is the youngest of the nine coalitions within the state. The current coordinator worked with the Department of Education for 28 years before assuming the position as coalition coordinator, and interacted with the Northwest Coalition in her prior role as an educators and administrator; she therefore has a long history and working knowledge of the Northwest Coalition.

As regional coordinator, she views her role as bringing people to the table, communicating to the coalition members and stakeholders about the coalition purpose, goals, and objectives, and guiding them group as they work to identify actionable items. The coordinator is also responsible for helping the group navigate internal and external politics, and for helping the group reconcile differences in needs. *"The Northwest Coalition has competiveness between parishes; they work well together but are also completive."* To support these roles and responsibilities, when the coalition was formed, the current coordinator spent a significant about of time brainstorming with the group and planning a

path forward. The primary areas of emphasis for the Northwest Coalition are infrastructure and operation, impaired driving, occupant protection, young drivers, and distracted driving (In what order of importance).

A.4.1.2 Structure-Governance-Resources

The Northwest Coalition has had five full coalition meetings since its formation in 2015, and now in 2017 feels established. The full coalition has five emphasis area teams that align directly with the emphasis areas of interest. The full coalition meets quarterly; emphasis area teams also meet quarterly. In the Northwest, the state patrol lieutenants are very involved in the safety coalition. Four out of five of the lieutenants serve as emphasis area team leaders and have been assigned to roles based on their interests, skills and knowledge, and alignment of the coalition functions with the daily job functions. Each lieutenant is also supported by two co-leaders who work with the troop officer to lead the coalition. For example, the infrastructure and operations emphasis area team is led by the DOTD District Traffic Engineer, the Long Range Planner for the MPO/Regional Planning Commission, and a Troop Lieutenant. *"The goal is to have strong team leadership in place whose job functions are aligned with the roles and responsibilities on the emphasis area teams.* To support the coalition leaders in their roles, the coordinator meets with them before every meeting to identify challenges to success and opportunities for progress.

Coalition meetings within the Northwest are rotated – full coalition meetings and emphasis area meetings. The coordinator makes every effort however to rotate meetings in an equitable manner. The Northwest region has a clear geographic boundary separating portions of the parish and meetings are negotiated around this feature. One exception is the

infrastructure and operations meeting which is hosted at the DOTD officers. There are approximately 85 members in the coalition. First responders, engineering, and law enforcement are the most active groups within the coalition. Participation is more challenging for educators as meetings are typically held during the school day. Average meeting turn out by group is generally law enforcement (25), engineers (15), and educators (less than 10). The Northwest Coalition uses a mused approach to decision-making. Problems facing the coalition are brought before each of the emphasis area team for discussion and solutions identified *"consensus-driven input."* The solutions identified by the teams are then consolidated by the coordinator and presented to the groups a vote. As is the case with many of the other Louisiana coalitions, the Northwest Coalition does not have bylaws and it does not have an MOU in place, and it does not have a formal process in place for conflict resolution.

The regional coordinator is the primary staff person assigned to the efforts of the regional coalition. However, within the DOTD contract there are provisions for MPO staff to bill to the coalition. MPO staff who regularly bill to the coalition contract are GIS staff and data analysis personnel from the MPO. The Northwest Coalition uses funded provided by the DOTD HSIP as its primary sources of funding. On occasion, funding is solicited in the form of donations from private sector partners on an as needed basis, but no permanent funding sources have been identified.

A.4.1.3 Performance

The Northwest Coalition tracks progress towards completion of DOTD contract tasks in seven key areas – plan development implementation and evaluation, GIS,

partnership and advocacy, marketing, education, meetings and conferences, and complete streets. Progress reports are submitted to the Statewide TZD Program Manager. There is also an implementation tracking tool that was developed at the statewide level to support performance accountability goals that the Northwest Coalition hopes to incorporate into its performance activities.

A.4.1.4 Challenges

Continuity of membership has been one of the greatest challenges faced by the Northwest Coalition. As such there is a strong focus on identifying intrinsic motivators for member participation an on ensuring that participation in the coalition is worth a member's time. The greatest benefit of the coalition is that it pulls together practitioners from various fields to discuss topics that would have otherwise not received attention from such varying points of view. *"It took a long time for the Northwest region to even decide to have a safety coalition."* In spite of this fact, new initiatives have resulted from the activities of the Northwest Coalition including new campaigns related to distracted driving, and occupant protection. There have also been new community events and safety fairs.

A.4.2 New Orleans Regional Transportation Safety Coalition

A.4.2.1 Overview

The New Orleans Regional Transportation Safety Coalition was formed in 2011. The current regional coordinator has been in place for 8 or 9 months. Prior to assuming the role as regional safety coordinator, the coordinator worked as the Bicycle and Pedestrian coordinator for the MPO, and even served as the emphasis areas team leaders for the

bicycle and pedestrian emphasis areas. The coordinator was therefore with the goals, purpose, and function of the regional coalitions. Partners within the group have collaborated on and off for at least 20 years. Prior to existing as a Coalition, the group functioned as Safe Community Partnership hosting monthly meetings at the National Safety Council offices. Partners of the coalition in its past and current form included law enforcement, public works engineers, local engineers, and engineers from the DOTD. The membership of the coalition has been expanded under the SHSP program.

The New Orleans Coalition covers four parishes. There parishes are mostly urban, and are related economically, historically, culturally, and geographically. In fact, the North Shore and New Orleans coalitions work very closely together because of their geographic proximities. The North Shore and New Orleans regional safety coordinators are actually housed within the same MPO and therefore work closely together, and are governed by the same organizational body. The New Orleans Coalition also works closely with the Baton Rouge, and Homa coalitions once again because of geographic proximity. The relationship between these coalitions was described as a "*peer exchange relationship*."

The primary emphasis areas within the New Orleans Coalition, in order of importance, are bicycles and pedestrians, young drivers, impaired driving, and infrastructure. Crash data within the region highlighted the need for growing focus on bicycles and pedestrians making them an area of focus for the coalition. The New Orleans Coalition has done a good job of building a broad collation of partners are around bicycle and pedestrian emphasis area and have in fact been recognized by FHWA for their efforts. Part of the success within this emphasis area has stemmed from ongoing efforts to write proposals, receiving funding, and implement activities around the bicycle and pedestrian

emphasis area. There has also been strong programming within the young drivers and impaired driving emphasis areas. Several of the local partners within the regional coalition have been elevated to leadership roles within the statewide emphasis area team. Successful programing has included in the NO Refusal Program (impaired drivers), and the Sudden Impact Programs (young drivers). Within the infrastructure and operations emphasis area, there is a focus on supporting local governments in their efforts to secure external funding, and manage and collect their data.

A.4.2.2 Structure-Governance-Resources

The full coalition meets quarterly bi-monthly, and the emphasis areas meet as needed. This was not always the coalitions meeting scheduled. Both the full collation and emphasis area teams used to meet quarterly. However, members complained of missed opportunities to interact with individuals *"outside of their lanes; individuals with new, bold and creative ideas."* There are five emphasis area sub-committees within the New Orleans Coalition. Once distracted driving is officially adopted as an area for statewide focus the coalition will form a sixth emphasis area team. Each emphasis area is led by two team leaders. A state patrol officers and a team member with professional experience that is relevant to the emphasis area that they have been asked to oversee; team leader roles are viewed as complementary to their dialy job functions. The leadership roles within the collation have remained pretty consistent over the last several years. Current leaders have been in place since 2015, and leadership changes have been the result of factors to the actual functioning of the coalition

Partners of the New Orleans Coalition include law enforcement officers, public works staff, engineers, and planners, local hospitals, the university medical center, local non-profits, members of the public, and local consulting companies interested in safety related topics. New Orleans Coalition meetings are held during the lunch time hour in order to maximize opportunities for member participation. The meetings are held in a fixed location, and housed at the Planning Commission offices. It is believed that keeping the meeting locations provides a measure of consistency for members. The geography of the region also allows for a fixed meeting location. The regional is small, dense, and mostly urbanized. The selected meeting location is therefore approximately equidistance from members traveling from various points in town. Average turn-out for full coalition meetings is approximately 40 – 50 people. However, there are a core group of coalition partners that attend most all meetings.

Decision-making within the New Orleans Coalition is not *"super formalized."* Many decisions are differed to the emphasis area teams and team leaders. Each group votes on decisions impacting its individual emphasis area when coalition approval is required for action. *"For example, an emphasis team area will hold a yay or nay vote on whether to support a specialized funding proposal when coalition approval is required."* The New Orleans Coalition does not have an MOU or bylaws in place. Virtual participation in meetings is also not an option offered to members as it is felt that virtual participation would *"degrade the quality of meetings; the nature of the group discussion and physical conference room space would make it difficult to actively participate"* as virtual participant. *"The specific need for virtual participation has not been brought up by coalition members; video-conference would likely prove to be the most useful set up but*

the room that meetings are held in does not have video-conferencing capabilities." The coalition has no formal conflict resolution process in place. However, the environment of the coalition has not historically been one that leads to conflict. Conflict is typically resolved off-line outside of the scope of the regional coalition amongst partners with coordinator facilitation if needed.

Various people contribute to the operation of the New Orleans Coalition. Emphasis area team leaders have each collaborated with their employers to identify the number of hours (man-hours) per week that they can dedicate to coalition activities. As part of the contract managed by DOTD, the MPO/Regional Commission Office Manager is able to provide assistance to the coalition and offer support in the logistics of meeting planning. GIS staff within the MPO is also able to get reimbursed through the DOTD contract for analytical and mapping support, provided to the coalition. *"Data analytics has been significantly enhanced since crash data within the stat was made open access; open access crash data has empowered partners at the local level allowing for more data informed decisions."*

The New Orleans Coalition does not pursue and had not acquired funding from private external partners. *"The logistics of and feasibility of pursuing private external funds is at this moment not considered to be in the coalition's best interest."* The coalition does however pursue grant funding through The Highway Safety Commission which is supported by funding allocated by NHTSA. The Highway Commission grants are competitive grants that seek to distribute funds equitably across the state based on demonstrated need. As a coalition the task therefore is to demonstrate that there is enough need to warrant additional funding. Funds that the coalition is successful being awarded

are directed to local partners for their use. *"From a policy standpoint, the percentage of funding allocated to local roads should match the percentage of crashes that happen on local roads."*

A.4.2.3 Performance

Implementation tracking is not formalized within the action plan of the New Orleans Coalition. The coalition is very focused on process *"streamlining the coalition, and ensuring that partners feel like the coalition is worth their time."* Performance is viewed as more subjective than objective. Member are for example polled for their view on how the coalition can be more effective, and respectful of people's time in making progress towards the goals of the underlying action plan. The action plan outlines the coalition's objectives, strategies and action steps as they apply to the broad goal of reducing fatal crashes and serious injuries.

A.4.2.4 Challenges and Benefits

The greatest challenges experiences within the New Orleans Coalition have been matching resources with needs. *"Not just resources of funding but organizational capacity."* There are several needs represented by the 5 emphasis areas and balancing these needs a challenge – *"tackling implementation is also a challenge, deciding what to focus on next, and how to leverage partner strengths is a constant challenge."* Another challenge that appears to be affecting the coalition is the fact that downward trends in crashes and serious injuries seem to have plateaued. In recent months there were sharp decreases likely the result of targeted infrastructure project however there are concerns about the long-term

promises of improvement. The coalition is currently considering more targeted action steps that focus on shifting cultural norms and targeting specific micro groups.

The greatest benefits of the coalition are having a venue for organizations from very different disciplines to come together, interact, and focus on a common goal. For example, through participation in the coalition the DUI court was able to build stronger relationships with law enforcement leading to new partnerships and new legislation related to drunk driving. Long-term success will require a shifting focus away from the status quo.

A.4.3 Northeast Louisiana Highway Safety Partnership

A.4.3.1 Overview

The Northeast Louisiana Highway Safety Partnership. The Northeast Coalition was formed around 2015. It terms of number of parishes the Northeast Coalition is the largest regional coalition in the state; these parishes are mostly rural. The Northeast Coalition was formed in response to the SHSP, and did not exist in any form prior to the development of the SHSP. The regional coordinator has worked with the coalition for two year, and joined the reginal coalition approximately 4 to 5 months after its formation. Prior to assuming leadership of the coalition the regional coordinator worked in news media and community/public relations, and had no involvement with the coalition. In order of importance or coalition focus, the primary emphasis areas of the Northeast Coalition are infrastructure and operations, occupant protection, young drivers, impaired driving, and distracted driving. Primary areas of infrastructure concern include road departures (as the region has a lot of old windy roads), and access to schools and other public services. The infrastructure focus is currently being place on road rehabilitation as opposed to new

construction. The region is also currently considering the addition of the bicycle and pedestrian area to their areas of emphasis. Within the region there is an interest in establishing safety programs focused on cycling in a low-income context where cycling is used as a commute mode as opposed to a recreational mode.

A.4.3.2 Structure-Governance-Resources

The Northeast Coalition has several government partners, and is very proud of its engagement with government partners. There partners include city council members, parish officers, sheriff's office deputies, state health department officials, and universities. The coalition meets every month as full committee. Emphasis area teams within the coalition also meet once a month. Currently there are four emphasis area teams within the coalition – infrastructure and operations (approximately 15 members), young drivers (approximately 15 members), occupant protection (approximately 11 members), and impaired drivers (approximately 10 members). Each emphasis area team has a leadership group consisting of three people – a chairman, and two executive committee members. On average about 55 – 75 members turn up for full coalition meetings. Decisions within the coalition were described as being made as follows "research it, educate the group about it, and vote on it." The process therefore appears to originate with the regional coordinator. In contrast, infrastructure and operations decisions are initiated by the coalition members.

The coalition does not have an MOU in place with its members. Nor does it have by-laws. There is no formal conflict resolution process in place, but conflict within the group was described as minimal. In addition to the regional coordinator the Director of Transportation for the MPO and the Director of the North Delta Region Planning

Commission also bill their time to the efforts of the regional safety coalition. Other MPO staff offers billable time on an as needed. Support offered includes research, mapping services, advice on funding, and technical support. Funding provided by the DOTD HSIP is currently the only source of funding for the Northeast Coalition. At the time of this interview, however, the coalition was about to establish a sponsorship program for public and private partners to support coalition events, and was actively pursuing the grant funding opportunities available to all coalitions. The goal is to identify a recurring source of funding, but it is more likely that funds will be awarded on a project/grant basis. Funds acquired go directly towards supporting the activities of the coalition.

A.4.3.3 Challenges and Benefits

One of the greatest challenges for the Northeast Coalition has been brand recognition "Getting the coalition name out there; Getting people to know we are, and what we can do for them," and achieving the goals outlined for the coalition.

A.4.4 Acadiana Regional Transportation Coalitions

A.4.4.1 Overview

The Acadiana Regional Transportation Coalition was formed in 2012. The region includes the 9 parishes. These parishes are mostly (rural and/or urban). Similar to several of the region safety coalitions in Louisiana, the Acadiana Coalition was formed in response to the SHSP. However, the Acadiana Coalition was one of three coalitions that existed prior to the development of the strategic highway safety plan, though in a different form. Prior to the formation of the Acadiana Coalition its members collaborated as a group

known as the Acadiana Safe Communities Partnership; providing a unique prior history of collaboration. The collaboration in the Acadiana region could therefore be considered more mature.

The Acadiana Coalition has four emphasis areas. From area of greatest importance to area of lesser importance the emphasis areas are ranked as follows – impaired driving, occupant protection, young drivers, and infrastructure and operations (engineering: roadway departures, curves, and intersections). According to the coalition coordinator, "*the impaired driving, and young driver emphasis area tend to flow into one another; the teen driving population for the impaired driving emphasis area*."

A.4.4.2 Structure-Governance-Resources

The actors involved in the Acadiana Coalition are similar to those that are involved in other regions – law enforcement officers (including local law enforcement, state law enforcement, and university law enforcement), engineering sector professionals, emergency services, and every day jane and joe. Coalition leadership expressed some concern about the overrepresentation of technical expertise within the coalition, and a desire for greater representation from members of the public, "*the people we are impacting…I would like to et jane and joe public more involved in the leadership of the coalition."* This expressed interest in greater representation from the public was somewhat unique to the Acadiana Coalition.

For each of the four emphasis areas of the coalition there are two team leaders. In the case of all emphasis areas, one of the team leaders is a state trooper and the other team leader is chosen based on the relevance of their expertise to the emphasis area. The

Acadiana region also has a coalition champion. The team leaders operate as a leadership committee. Otherwise there are no sub-committees operating within the coalition. The coalition leadership has been in place since at least 2013/14 (approximately three years) when the current regional coordinator joined the team; there are currently no plans to change the leadership team or rotate the leaders. There is however an interest in finding appropriate leadership roles for jane and joe public

Acadiana Coalition members participate in meetings in person; no options are offered for virtual participation. Meeting locations for the Acadiana Coalition are fixed. Meetings are usually held at the offices of the Acadiana Regional Metropolitan Planning organization (Acadiana MPO). However, options for alternating meeting locations and/or rotating where the coalition meets are currently begin explored. The Acadiana Coalition meets quarterly rotating between emphasis area-focused meetings, and full coalition meetings. On average between 20 and 30 members attend an emphasis-area focused meeting.

The coalition has no bylaws in place governing coalition operations of decision making. Decisions within the Acadian Coalition follow a three-step process. Coalition decisions often originate with the coalition coordinator, who then takes items to the coalition emphasis area leadership team for discussion. The leadership team them presents items to the brood coalition for discussion and vote. General guidance on coalition operation is taken from the state with some autonomy and flexibility allowed for development of a regional perspective. The Acadiana Coalition, similar to many of the other coalitions, does not have a memorandum of understanding (MOU) which outlines the roles and responsibilities of members; in general member roles and responsibilities are

fluid allowing for members to support the coalition process as needed. The coalition has no formal conflict resolution process in place.

The regional safety coordinators is the only dedicated staff person assigned to the Acadiana Coalition. In addition, the crash data analyst who supports the local public roads safety program has contractual permission to bill hours on behalf of the coalition. Other staff support provided to the coalition is offered on a voluntary basis. The funding offered by the LADOTD HSIP is the primary source of funding for the Acadiana Coalition. Like other regions, Acadiana has access to the grant opportunities advertised by the Louisiana Highway Safety Commission. The coalition, however is yet to win a grant award under the current coalition leadership. In addition, there is not private funding currently supporting the activities of the Acadiana Coalition. Available funds are used for a variety of activities including educational and promotional materials – radio announcements, creating of posters, tangible give-a-ways; and in-kind support/funding for law enforcement activities. Decisions about how to use resources are made by consensus, in a process spearheaded by the regional coordinator.

A.4.4.4 Performance

The Acadiana Coalition has identified performance measures to track performance, as is required by the data-driven approach mandated under the Louisiana HSP. The coalition also tracks implementation of its goals and objectives.

A.4.5 South Central

A.4.5.1 Overview

The South Central Regional Safety Coalition has existed in its current form since 2010. However, its partners have collaborated since 1999 when the group existed as a Louisiana Highway Safety Communities Program. Because of its history, the South Central group served as the pilot program for the statewide regional coalition initiative and in fact had its first regional action plan or SHSP completed in 2011. In its current form South Central started out covering six parishes and has recently assumed joint responsibility for the safety activities in a seventh parish. The parishes represented by South Central are of mixed geography. Half of the parishes are urbanized and the other half are rural. There is also significant overlap between the DOTD districts, state police districts, and MPO boundaries of the areas governed by South Central creating complications as far as "agency representation and overlap" (Parker, 2017).

The regional safety coordinator for South Central has worked with the coalition for 3 - 4 years. Prior to assuming the role of coordinator, she worked as a transportation planning assistant working with the MPO, the Planning Commission and the previous regional safety coordinator. The primary areas of focus for the coalition in order of importance are infrastructure (engineering: roadway departures, curves, and intersections); impaired driving, occupant protection (rear seat compliance, getting kids in the right car seat), and young drivers.

A.4.5.2 Structure-Governance-Resources

The members of the South Central Regional Coalition are federal, state, and local individuals representing the 4-Es (engineering, environment, education, and emergency services). This member include representation from the Sheriff's Office, the District

Attorney Office, local school boards, the public works department, city government, parish governance and AAA to name a few. The South Central Coalition has also had the opportunity to leverage support from private sector partners such as Shell and State Farm, as well as the support from advocacy group such as Mothers Against Drunk Driving (MADD). The full South Central Coalition meets during the first month of every quarter on the third Wednesday of that month. South Central officially has two subcommittees vulnerable road users and infrastructure and operations. As an added layer of integration, meetings of the infrastructure and operations subcommittee are combined with the meetings of the MPO Technical Advisory Committee; *"the coalition gets lots of support from the MPO Technical Advisory Committee and the Policy Committee"* (Parker, 2017). Issues related to the other three emphasis areas – impaired driving, occupant protection, and young drivers are addressed during the quarterly full coalition meetings. Updated are discussed as needed and group break-outs happen as needed.

Each of the five emphasis areas in South Central has team leaders. Vulnerable drivers, occupant protection, and infrastructure and operations each have one team leaders, while impaired driving and young drivers have two team leaders. The roles/responsibilities of the South Central team leaders is to ensure that things get accomplished and lead the discussion around issues in their emphasis area. South Central is the only coalition that has both a Chairman and a Vice Chairman of the coalition both law enforcement officers. The South Central coalition also has an executive committee consisting of the chair/vice chair (who are the face of the coalition), team leaders, and parish leaders. The coalition votes on team leaders every two years, and votes are held on the chairman and vice chairman every

other year; it should be noted that the structure nature of the coalition carried over from its previous form as a Safe Communities Partnership.

The South Central Coalition is one of the only coalitions that has bylaws. These bylaws are updated every two years. The coalition does not operate under an MOU and there is no formal conflict resolution in place, Decisions within the coalition are made using a variety of approaches. Roles are filled by a nomination process followed by a closed vote; decisions about meeting location changes are done by a Doodle Poll; and changes to the Action Plan are made by open vote indicating deletion of modification. The coalition posts meeting related materials and other supporting documents on its website and the MPO website, and communicates with the public via Facebook and Twitter. Coalition meetings are held in a fixed location. Coalition members were given the opportunity to rotate the meeting location but they declined. On average 30 – 40 people attend the full coalition meeting.

The regional coordinator is the only staff person "100% dedicated" to the activities of the South Central Coalition. However, MPO staff provides significant support with mapping, data generation, and data support. The coalition also works closely with the MPO transportation planner responsible for the development of the Transportation Improvement Program (TIP) and the Unified Planning Work Programs. (UPWP). The Planning Director is also heavily involved with the activities of the coalition.

The South Central Coalition receives funding support from private donors such Shell and State Farm. Shell has supported the coalition since 2012 and State Farm since 2014. Both companies have offered support for young driver programs. Shell has also

offered support through the purchase of traffic safety specific education and information pieces such as an LED billboard. Finally, the coalition is always on the look-out for public grant funding opportunities.

A.4.5.3 Performance

The South Central Coalition uses percentage completion to track progress towards the implementation of its Regional Action Plan. In South Central there is emphasis place on the performance measures presented in the NHTSA Countermeasures that Work with additional effort being placed on adopting these measures in a way that is applicable to the local context. South central is *"always open to new ideas and will use something as long as it works in our region" (Parker, 2016).* The coalition has used performance measures since the development of the its first regional action plan.

A.4.5.3 Challenges

Challenges faced by the South Central coalition include keeping the right people at the table, making sure that meetings are beneficial for partners (there are no monetary incentives for participation in the coalition). The ultimate benefit of the coalitions activities is seeing a change in the numbers.

A.4.6 Central Louisiana Regional Safety Coalition

A.4.6.1 Overview

The Central Louisiana Regional Safety Coalition has existed since 2015.The contract for the coalition was signed in late 2014 and the coalition began activities in 2015. The Central coalition existed in no form prior to its formation in 2015. South Central represents 10 parishes most of which of rural. Following the departure of the regional safety coordinator, the MPO Director assumed the role of the regional safety coordinator providing unique coordination between the activities of the MPO and the coalition. The regional coordinator serves as the conduit point between the state DOT and the local safety agencies, parish board, law enforcement, district judges and the public in general.

The Central coalition has wide representation from education, engineering, enforcement, and emergency services. Members of the coalition include state police, city and town executives, local law enforcement, the sheriff's office, the hospital and ambulatory services, public works directors from cities, towns and parish offices, local universities, and economic development planners.

A.4.6.2 Structure-Governance-Resources

The South Central collation meets every month; the last Wednesday of the month. The coalition has four sub committees. Each of these coalitions aligns with the emphasis areas. The emphasis areas of the South Central is Infrastructure and Operations (engineering: roadway departures, curves, and intersections), impaired driving, occupant protections, young drivers, and distracted driving. The coalition has a designated champion, and each sub-committee has two leaders. These individuals working with the regional coordinator serve as the steering committee for the coalition. Young drivers has three team leaders – representatives from the regional medical center and the state trooper;

infrastructure has two team leaders – the district engineers from two districts within the region; occupant protection has two representatives – a passengers safety task force representative and a troop leaders, and impaired driving has two troopers as team leaders.

South Central coalition meetings are held in a fixed location and are generally held at either the MPO headquarters location or at Troop E headquarters. The goal is generally to hold the meeting in a central location within the region. On average, at least 50 people attend the South Central full coalition meetings. The preference is for in person attendance at meetings but there have been occasions when individuals call in.

The same leadership has been in place since the formation of the coalition. However, the leadership is always open been to new ideas and representation. Decisions within the coalition are made via initial consensus followed by targeted approach. For example issues for debate/decision are mailed out to the team leads; the team leads are then asked to take a position on the issue followed by a group vote based on the information presented by the team leaders. The coalition has no MOU or bylaws in place that support governance.

The contract establishing the South Central coalition identifies five people as supporting the activities of the coalition. For example, staff at the MPO support invoicing activities, not taking and GIS efforts as needed. In total both staff from the MPO and the planning commission support the efforts of the South Central coalition.

The South Central coalition receives funding from the DOTD as is the case with the other regional coalitions. The coalition also actively pursues safety coalition grants for a variety of projects for example bicycle and pedestrian projects. The coalition also receives funding from Smart Growth America and Transportation America for specific projects.

The coalition is also working to secure private sector funding for its projects. Funding is used for projects such as public engagement, distribution of child passenger safety seatbelts, and striping and signing activities.

A.4.6.3 Performance

To support performance activities the South Central coalition tracks implementation of the activities of their regional action plans. The work done towards implementation of the action plan activities is tracked from meeting to meeting. The coalition also files monthly performance reports with DOTD staff.

A.4.6.4 Challenges and Benefits

One of the greatest challenges facing the coalitions is coordinating the efforts of all involved; making sure everyone is at the table and making sure that everyone's needs are met. The lag time needed to complete action plan activities is also a challenge for the coalition. In a results-oriented environment tracking progress can be challenging when results are not immediate. A key benefit offered by the coalition the differing perspectives that it brings together. The activities of the coalition have also placed greater focus on the pre-and post-analysis as a means to characterize success and have, and finally new partners/members have come to sit at the table because of the coalition. For example, in South Central a coalition that was previously not a part of the of the safety conversation has now joined the conversation.

A.4.7 Capital Region Transportation Safety Coalition

A.4.7.1 Overview

The Capital Region Transportation Safety Coalition was started approximately 5 years ago in 2012. The coalition serves eight parishes representing a mix of urban and rural development and includes the City of Baton Rouge. The Capital Region Coalition did not exist in any form prior to 2012. The Capital Region has six primary emphasis areas. Ranked in order of importance these are Bicycles and Pedestrians, Distracted Driving, Impaired Driving, Infrastructure, Occupant Protection, and Young Drivers. The regional coordinator for the Capital Region has worked with the coalition since 2016. However, prior to assuming the role of coordinator she worked with the Federal Highway Administration for more than eight years in various roles including administration, event planning, and human resources. The coordinator therefore has a strong safety background and strong relationships with Federal Highway staff.

A.4.7.2 Structure-Governance-Resources

Full coalition meetings of the Capital Region coalition are held every month. Individual team meetings focused on the emphasis areas meet every other month with the exception of the distracted driving emphasis area which meets every month. The membership of the coalition includes representation from law enforcement at all levels – state police, local police, and the sheriff; hospital staff; business owners; attorneys; local universities; and elected officials. Each emphasis area has two team chairs or leaders for each emphasis area; in general, each emphasis area therefore has three team leaders. In some cases, an emphasis are has only two leaders. Regardless great effort is taken to ensure that there is a clear chain of command within the coalition

Full coalition meetings of the Capital Region coalition are for the most part fixed; meetings are mostly held at the State Policy office. Emphasis area team meetings are a litter more flexible. These are held mostly at the LTRC and at Louisiana Tech. On average 100 members attend the full coalition meetings. Emphasis are meetings have attendance from around 30 members on average.

The leadership of the Capital Region coalition is a shared activity. There are individuals who have been in leadership roles since the inception of the coalition and there are those who have assumed roles in more recent times. Decisions within the coalition are first made first at the emphasis area level. The full coalition is engaged as needed in cases where permission of the full coalition is needed for actions to proceed. In general votes are taken within the emphasis area. The Capital Region similar to many of the other coalitions has no bylaws and no MOU in place.

Participation in the coalition meetings can either be in person or virtually; this includes both full coalition and emphasis area meetings. The LTRC has video-conference options which make virtual meeting participation possible. Minutes for every meeting and the agenda are also distributed for members who are unable to participate.

The regional coordinator for the Capital Region is supported by an intern. The intern offers staffing support for up to 20-hours a week and has experience working with the MPO and regional coalition in the Homa area. In addition, the regional coalition received staffing support from the GIS team at the MPO, the office manager who provides support with grant processing and proposal writing, the transportation specialist who offers support for

crash data analysis, and from the bicycle and pedestrian coordinator who supports alternative transportation projects.

In additional to the financial support provided by DOTD the Capital Region pursues outside public sector and private sector funding. Private sector sponsors who have a vested interested in the "business of safety" have formed partnerships with the coalition. Examples of these firms include All-State, Coca-cola and personal injury law firms; these firms have dollars set aside for safety programming. Key public sector partners include elected officials and the Louisiana Highway Safety Commission. The coalitions team leaders play an instrumental role in securing these partnerships. Financial support is used for various activities including the production of safety videos and impaired driving seminars/education and enforcement.

A.4.7.3 Performance

To facilitate action item implementation each emphasis area team picks its top three action items and works towards implementation of those activities breaking themselves into sub-teams as they see fit. For example, the occupant protection team printed and distributed cards to the public. The distribution team tracked the number of cards issued to police stations and the number of cards in term distributed to the public. Success is tracked by checking-in with partners. The team leaders for each emphasis area team also provides monthly progress reports to the broader coalition.

A.4.7.4 Challenges and Benefits

A mismatch between desired programming and resources has proven challenging for the Capital Region coalition. Programming requires materials, advertising, event planning, and often special certified staff. Each of these items requires resources which are often not available at the desired level.

Seeing the number drop is a key benefit of the coalitions activities. In particular seeing number related to the seat belt usage drop. The relationship formed between members of the coalition have also been of huge benefits. As have been the relationships formed with private sector partners. The passage of laws by the legislature as a result of the advocacy work for the coalition is also of benefit. Finally, the ongoing activities of the coalition are of benefit.

A.4.8 North Shore Regional Safety Coalition

A.4.8.1 Overview

The North Shore Regional Safety Coalition was formed in 2014. Prior to being formalized as a regional safety coalition the group existed as a traffic safety coalition run by the current coalition champion. The North Shore Coalition covers four parishes; these parishes are a mix of urban and rural development. Southshore is the main urbanized area with the region. The regional coordinator for the North Shore region has worked with the coalition for about one year. Prior to joining the coalition, the coordinator was a graduate student specializing in urban planning, transport and environment. The North Shore region has the following emphasis areas infrastructure (engineering: roadway departures, curves, and intersections; distracted driving; impaired driving; occupant protection; and young drivers.

A.4.8.2 Structure-Governance-Resources

The North Shore coalition has a wide range of participation. Members include hospitals, fire departments, emergency services, law enforcement, department of health, parish employees, planners, and engineers. The public however has limited representation within the North Shore coalition. Full coalition meetings are held once a quarter and emphasis area meetings are held in between the full coalition meetings; in general, two emphasis area meetings are held in between the full coalition meetings. A mentioned the coalition has a champion. In addition, each emphasis area has two leaders. The coalition has excellent by-in from the stat police. As such, at least one of the emphasis area leaders is a state police officer. The other leader is generally someone who is very involved with the emphasis area. For example, the young drivers emphasis area has a trauma nurse and a state trooper as its co-leaders.

The meetings of the North Shore coalition are rotated between two locations a local hospital and the Mandeville Trailhead Community. Coalition meetings ae rotated as a means of spawning participation. The selected meeting sites are located in two parishes where most of the coalition members come from. The average membership turn out at the full coalition meetings of the North Shore coalition is approximately 40 - 50 people. Emphasis area meetings have approximately 20 – 35 individuals in attendance.

The leadership of the North Shore coalition has been relatively fixed. There has been some turnover due to factors external to the group such as troopers being reassigned or individuals changing jobs. Decisions within the North Shore coalition are focused on implementation of the regional action plan. To support decision-making and

implementation the coordinator meets with emphasis area team leaders in between full coalition meetings to define and prioritize emphasis area goals, identify related action plan steps, and to outline a strategy for moving forward. Decisions brought to the full collation or emphasis area teams are then made by collective consensus. The coalition has no bylaws, formal conflict resolution process, or MOU in place as is the case with several of the regional coalitions.

The North Shore coalition received support from MPO staff including the Executive Director, and the Data Manager. Each of these individuals is able to charge billable hours to the activities of the coalition. The support the MPO has been instrumental for the development of connections and relationships between the coalition and local partners. The Data Manager supports the data-driven mission of the coalition. The North Shore coalition has not pursued private partnership to date, but does make limited use of grant funded opportunities that are available. Resources awarded to the coalition are to the best extent possible targeted towards the NHTSA countermeasures.

A.4.8.3 Performance

The North Shore coalition tracks its progress in relation to the implementation of its progress. Each action/strategy within the plan is tracked using a designation of complete, ongoing, or not started. The status of the action plan is reported on bi-annually, and accomplishments are reported at full coalition and emphasis area meetings.

A.4.8.4 Challenges and Benefits

The North Shore coalition is viewed as highly committed, well established, and able to win opportunities.

A.5 RTC Survey Protocol

Regional Transportation Collaboration Survey

Please take a few moments to complete this survey

This survey is being conducted by the Georgia Institute of Technology in support of a timely study focused on regional transportation collaboration. The purpose of this study is to examine the linkages between regional transportation collaboration, inter-organizational performance, and transportation system performance. ***Innovative work being done through the Louisiana Strategic Highway Safety Plan to implement evidence-based programs through the regional transportation safety coalitions across the State makes Louisiana an ideal case for this research!***

As the member of a regional safety coalition, you are being asked to complete this survey. In the survey, you will be asked questions about the structure, governance, resources, strategies, and data used to facilitate collaboration within your regional coalition. You will also be asked questions about the effectiveness, reputation, and efficiency of your regional coalition.

Thank you for helping us better understand regional transportation collaboration. If you are interested in a follow-up conversation with the researchers, please leave your contact information at the end of the survey.

Regards,

Janille Smith-Colin

jasc3@gatech.edu

Consent Form

Please sign the consent

The survey is being administered through a protected survey instrument. All responses shall remain confidential. The risks involved are no greater than those involved in daily activities. You will not benefit or be compensated for joining this study. Study records will be kept confidential to the extent required by law. To make sure that this research is being carried out in the proper way, the Georgia Institute of Technology IRB may review study records.

The Office of Human Research Protections may also look at study records. If you have any questions about the study, you may contact Dr. Adjo Amekudzi-Kennedy at telephone 404-894-0404. If you have any questions about your rights as a research subject, you may contact Ms. Melanie Clark, Georgia Institute of Technology at (404) 894-6942. Your participation in this study is voluntary. You do not have to be in this study if you don't want to be. You have the right to change your mind and leave the study at any time without giving any reason and without penalty. You will be given a copy of this consent form to keep. You do not waive any of your legal rights by agreeing to be in the study. Your completion of this survey provides your consent to participation.

Thank you for participating in this survey.

Do you consent to the voluntary completion of this survey?

Yes

No

Respondent's Profile

Please respond to the following questions

1. What regional coalition are you MOST involved with?

2. Are you a regional safety coordinator for this coalition?

Yes

No

3. Are you an emphasis area team leader for this coalition?

Yes

No

4. How long have you been a member of this coalition?

Less than six months

Six months to 1 year

More than 1 year

More than 2 years

More than 3 years

5. What type of organization do you work for?

City

Parish

MPO

Federal partner

State partner

6. Which of the 4Es do you represent?

7. What emphasis area are you MOST involved with?

8. How many regional coalition meetings have you attended within the last 12 months

0

1-2

3-4

5-6

7+

Structure-Governance-Resources

STRUCTURE: Please indicate the extent to which you agree/disagree with the following statements about the Structure of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Relies on the coordinator to organize activities					
Has a long history of working together					
Accomplishes what is necessary during meetings					
Can rely on members to complete assigned tasks					
Meets on a consistent basis					
Operates in a formal manner					

Overall does your coalition have a formal or informal "Structure"? Please explain your answer.

GOVERNANCE: Please indicate the extent to which you agree/disagree with the following statements about the Governance of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Has clearly articulated roles and responsibilities					
Has the support of regional leadership					
Seeks member agreement before decisions are made					
Works well together to implement solutions					
Places an emphasis on building relationships					
Has a core group of members making decisions					

Overall does your coalition have a "Governance" approach that includes all members? Please explain your answer. _____

RESOURCES: Please indicate the extent to which you agree/disagree with the following statements about the Resources of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Receives significant financial support from private partners					
Has access to the professional expertise needed to achieve its goals					
Has sufficient financial resources available for its use					
Requires a significant investment of time from members					
Pursues publicly-funded grant opportunities					

Overall does your coalition have access to the "Resources" needed to achieve its goals? Please explain your answer. _____

Tools-Data-Strategies

Please respond to the following statements about the "Frequency of Availability" of Tools-Data within your regional coalition. "My regional coalition....."

	Never	Rarely	Sometimes	Often	Always
Has access to the tools needed for success					
Has access to the knowledge and information needed for success					
Has access to the data needed for success					

Please respond to the following statements about the "Frequency of Use" of Strategies within your regional coalition. "My regional coalition....."

	Never	Rarely	Sometimes	Often	Always
Collaboratively pursues funding					
Shares expertise and joint learning					
Coordinates communication and delivers a consistent message					
Uses common procedures and plans					
Jointly measures performance					
Shares transportation information and data					
Shares resources					
Conducts joint implementation					

Performance: Effectiveness

Please indicate the extent to which you agree/disagree with the following statements about the Effectiveness of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is consistent in decision making					
Is focused on member satisfaction					
Is focused on achieving best results for the public					
Is focused on achieving long-term goals					
Has the support of public officials					
Has set measurable goals					

Performance: Reputation

Please indicate the extent to which you agree/disagree with the following statements about the Reputation of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is viewed favorably by partner organizations					
Provides innovative solutions and services					
Has excellent leadership					
Has a clear vision for its future					
Is well managed					
Is a good group to work with					

Performance: Efficiency

Please indicate the extent to which you agree/disagree with the following statements about the Efficiency of your regional coalition. "My regional coalition....."

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is able to optimize resources					
Is professionally capable					
Has well planned short-term goals					
Is focused on implementation					
Delivers on time					
Is responsive to changes in government policy					

How confident are you in your responses to this survey?

- Highly confident
- Very confident
- Somewhat confident
- Low confidence
- Not confident

Thank You

Thank you for your willingness to participate in this survey. You do not meet the criteria required to participate at this time.

Contact Information (Optional)

This information will be used to follow-up with participants as needed. Thank you for your continued support of this research.

Name: _____

Organization _____

Contact number: _____

Email address: _____

Additional Comments:

_____

A.6 RTC Survey Scores and Ranks by Coalition

Northwest											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	38%	38%	8%	15%	0%	38%	38%	23%	0.69	1.04
S_2	Has a long history of working together	31%	54%	15%	0%	0%	31%	54%	15%	0.85	
S_3	Accomplishes what is necessary during meetings	46%	46%	8%	0%	0%	46%	46%	8%	1.23	
S_4	Can rely on members to complete assigned tasks	38%	46%	15%	0%	0%	38%	46%	15%	0.92	
S_5	Meets on a consistent basis	69%	31%	0%	0%	0%	69%	31%	0%	1.69	
S_6	Operates in a formal manner	31%	54%	15%	0%	0%	31%	54%	15%	0.85	
G_1	Has clearly articulated roles and responsibilities	46%	38%	8%	8%	0%	46%	38%	15%	1.00	0.99
G_2	Has the support of regional leadership	46%	46%	8%	0%	0%	46%	46%	8%	1.23	
G_3	Seeks member agreement before decisions are made	23%	62%	15%	0%	0%	23%	62%	15%	0.77	
G_4	Works well together to implement solutions	46%	46%	8%	0%	0%	46%	46%	8%	1.23	
G_5	Places an emphasis on building relationship	62%	31%	8%	0%	0%	62%	31%	8%	1.38	
G_6	Has a core group of members making decisions	23%	46%	23%	8%	0%	23%	46%	31%	0.31	
R_1	Receives significant financial support from priv...	0%	15%	69%	8%	8%	0%	15%	85%	-1.54	-0.58
R_2	Has access to the professional expertise needed ...	31%	62%	0%	8%	0%	31%	62%	8%	1.08	
R_3	Has sufficient financial resources available for its use	8%	23%	69%	0%	0%	8%	23%	69%	-1.00	
R_4	Requires a significant investment of time from m...	0%	38%	23%	38%	0%	0%	38%	62%	-0.85	
T_1	Has access to the tools and strategies needed for success	46%	54%	0%	0%	0%	46%	54%	0%	1.46	1.38
T_2	Has access to the knowledge and information needed for success	38%	62%	0%	0%	0%	38%	62%	0%	1.38	
T_3	Has access to the data needed for success	54%	38%	8%	0%	0%	54%	38%	8%	1.31	
Stg_1	Collaboratively pursues funding	15%	54%	23%	8%	0%	15%	54%	31%	0.23	1.13
Stg_2	Shares expertise and joint learning	54%	46%	0%	0%	0%	54%	46%	0%	1.54	
Stg_3	Coordinates communication and delivers a consistent message	62%	38%	0%	0%	0%	62%	38%	0%	1.62	
Stg_4	Uses common procedures and plans	38%	62%	0%	0%	0%	38%	62%	0%	1.38	
Stg_5	Jointly measures performance	46%	38%	8%	8%	0%	46%	38%	15%	1.00	
Stg_6	Shares transportation information and data	54%	38%	8%	0%	0%	54%	38%	8%	1.31	
Stg_7	Shares resources	38%	54%	8%	0%	0%	38%	54%	8%	1.15	
Stg_8	Conducts joint implementation	46%	31%	23%	0%	0%	46%	31%	23%	0.77	
Effec_1	Is consistent in decision making	23%	69%	8%	0%	0%	23%	69%	8%	1.00	1.03
Effec_2	Is focused on member satisfaction	31%	38%	8%	23%	0%	31%	38%	31%	0.38	
Effec_3	Is focused on achieving best results for the public	54%	38%	8%	0%	0%	54%	38%	8%	1.31	
Effec_4	Is focused on achieving long-term goals	54%	38%	8%	0%	0%	54%	38%	8%	1.31	
Effec_5	Has the support of public officials	38%	46%	8%	8%	0%	38%	46%	15%	0.92	
Effec_6	Has set measurable goals	46%	46%	0%	8%	0%	46%	46%	8%	1.23	
Rep_1	Is viewed favorably by partner organizations	31%	54%	8%	8%	0%	31%	54%	15%	0.85	1.23
Rep_2	Provides innovative solutions and services	31%	62%	0%	8%	0%	31%	62%	8%	1.08	
Rep_3	Has excellent leadership	62%	31%	0%	8%	0%	62%	31%	8%	1.38	
Rep_4	Has a clear vision for its future	54%	38%	0%	8%	0%	54%	38%	8%	1.31	
Rep_5	Is well managed	54%	38%	0%	8%	0%	54%	38%	8%	1.31	
Rep_6	Is a good group to work with	69%	23%	0%	8%	0%	69%	23%	8%	1.46	
Effy_1	Is able to optimize resources	31%	54%	8%	8%	0%	31%	54%	15%	0.85	1.13
Effy_2	Is professionally capable	62%	31%	0%	8%	0%	62%	31%	8%	1.38	
Effy_3	Has well planned short-term goals	38%	54%	8%	0%	0%	38%	54%	8%	1.15	
Effy_4	Is focused on implementation	46%	46%	0%	8%	0%	46%	46%	8%	1.23	
Effy_5	Delivers on time	38%	54%	8%	0%	0%	38%	54%	8%	1.15	
Effy_6	Is responsive to changes in government policy	46%	38%	15%	0%	0%	46%	38%	15%	1.00	

New Orleans											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	59%	24%	18%	0%	0%	59%	24%	18%	1.06	0.85
S_2	Has a long history of working together	29%	53%	18%	0%	0%	29%	53%	18%	0.76	
S_3	Accomplishes what is necessary during meetings	29%	53%	12%	6%	0%	29%	53%	18%	0.76	
S_4	Can rely on members to complete assigned tasks	12%	53%	35%	0%	0%	12%	53%	35%	0.06	
S_5	Meets on a consistent basis	47%	47%	6%	0%	0%	47%	47%	6%	1.29	
S_6	Operates in a formal manner	35%	59%	6%	0%	0%	35%	59%	6%	1.18	
G_1	Has clearly articulated roles and responsibilities	18%	47%	29%	0%	6%	18%	47%	35%	0.12	0.40
G_2	Has the support of regional leadership	18%	53%	18%	6%	6%	18%	53%	29%	0.29	
G_3	Seeks member agreement before decisions are made	35%	41%	24%	0%	0%	35%	41%	24%	0.65	
G_4	Works well together to implement solutions	24%	47%	29%	0%	0%	24%	47%	29%	0.35	
G_5	Places an emphasis on building relationship	24%	47%	24%	6%	0%	24%	47%	29%	0.35	
G_6	Has a core group of members making decisions	18%	65%	12%	6%	0%	18%	65%	18%	0.65	
R_1	Receives significant financial support from priv...	0%	18%	24%	41%	18%	0%	18%	82%	-1.47	-0.63
R_2	Has access to the professional expertise needed ...	24%	47%	18%	12%	0%	24%	47%	29%	0.35	
R_3	Has sufficient financial resources available for its use	0%	35%	35%	18%	12%	0%	35%	65%	-0.94	
R_4	Requires a significant investment of time from m...	12%	35%	35%	18%	0%	12%	35%	53%	-0.47	
T_1	Has access to the tools and strategies needed for success	12%	71%	18%	0%	0%	12%	71%	18%	0.59	0.69
T_2	Has access to the knowledge and information needed for success	24%	65%	12%	0%	0%	24%	65%	12%	0.88	
T_3	Has access to the data needed for success	29%	47%	24%	0%	0%	29%	47%	24%	0.59	
Stg_1	Collaboratively pursues funding	12%	29%	59%	0%	0%	12%	29%	59%	-0.65	0.10
Stg_2	Shares expertise and joint learning	24%	41%	29%	6%	0%	24%	41%	35%	0.18	
Stg_3	Coordinates communication and delivers a consistent message	12%	65%	24%	0%	0%	12%	65%	24%	0.41	
Stg_4	Uses common procedures and plans	24%	53%	18%	6%	0%	24%	53%	24%	0.53	
Stg_5	Jointly measures performance	18%	24%	41%	18%	0%	18%	24%	59%	-0.59	
Stg_6	Shares transportation information and data	24%	53%	24%	0%	0%	24%	53%	24%	0.53	
Stg_7	Shares resources	35%	35%	24%	6%	0%	35%	35%	29%	0.47	
Stg_8	Conducts joint implementation	18%	41%	29%	12%	0%	18%	41%	41%	-0.06	
Effec_1	Is consistent in decision making	18%	47%	35%	0%	0%	18%	47%	35%	0.12	0.25
Effec_2	Is focused on member satisfaction	12%	47%	41%	0%	0%	12%	47%	41%	-0.12	
Effec_3	Is focused on achieving best results for the public	41%	47%	6%	0%	6%	41%	47%	12%	1.06	
Effec_4	Is focused on achieving long-term goals	29%	47%	12%	6%	6%	29%	47%	24%	0.59	
Effec_5	Has the support of public officials	6%	47%	35%	12%	0%	6%	47%	47%	-0.35	
Effec_6	Has set measurable goals	29%	35%	29%	6%	0%	29%	35%	35%	0.24	
Rep_1	Is viewed favorably by partner organizations	18%	59%	24%	0%	0%	18%	59%	24%	0.47	0.46
Rep_2	Provides innovative solutions and services	18%	35%	47%	0%	0%	18%	35%	47%	-0.24	
Rep_3	Has excellent leadership	24%	53%	24%	0%	0%	24%	53%	24%	0.53	
Rep_4	Has a clear vision for its future	29%	35%	35%	0%	0%	29%	35%	35%	0.24	
Rep_5	Is well managed	29%	53%	18%	0%	0%	29%	53%	18%	0.76	
Rep_6	Is a good group to work with	35%	53%	12%	0%	0%	35%	53%	12%	1.00	
Effy_1	Is able to optimize resources	18%	41%	35%	6%	0%	18%	41%	41%	-0.06	0.03
Effy_2	Is professionally capable	29%	59%	12%	0%	0%	29%	59%	12%	0.94	
Effy_3	Has well planned short-term goals	18%	35%	41%	6%	0%	18%	35%	47%	-0.24	
Effy_4	Is focused on implementation	18%	41%	41%	0%	0%	18%	41%	41%	-0.06	
Effy_5	Delivers on time	12%	41%	41%	6%	0%	12%	41%	47%	-0.29	
Effy_6	Is responsive to changes in government policy	12%	47%	35%	6%	0%	12%	47%	41%	-0.12	

Northeast											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	50%	25%	13%	13%	0%	50%	25%	25%	0.75	0.83
S_2	Has a long history of working together	50%	25%	0%	25%	0%	50%	25%	25%	0.75	
S_3	Accomplishes what is necessary during meetings	50%	25%	13%	13%	0%	50%	25%	25%	0.75	
S_4	Can rely on members to complete assigned tasks	50%	25%	25%	0%	0%	50%	25%	25%	0.75	
S_5	Meets on a consistent basis	63%	25%	0%	13%	0%	63%	25%	13%	1.25	
S_6	Operates in a formal manner	50%	25%	13%	13%	0%	50%	25%	25%	0.75	
G_1	Has clearly articulated roles and responsibilities	25%	50%	13%	13%	0%	25%	50%	25%	0.50	0.48
G_2	Has the support of regional leadership	50%	25%	13%	13%	0%	50%	25%	25%	0.75	
G_3	Seeks member agreement before decisions are made	38%	25%	25%	13%	0%	38%	25%	38%	0.25	
G_4	Works well together to implement solutions	50%	13%	25%	13%	0%	50%	13%	38%	0.38	
G_5	Places an emphasis on building relationship	25%	63%	13%	0%	0%	25%	63%	13%	0.88	
G_6	Has a core group of members making decisions	25%	38%	38%	0%	0%	25%	38%	38%	0.13	
R_1	Receives significant financial support from priv...	13%	13%	38%	25%	13%	13%	13%	75%	-1.13	-0.59
R_2	Has access to the professional expertise needed ...	38%	25%	13%	13%	13%	38%	25%	38%	0.25	
R_3	Has sufficient financial resources available for its use	13%	25%	38%	13%	13%	13%	25%	63%	-0.75	
R_4	Requires a significant investment of time from m...	13%	25%	25%	25%	13%	13%	25%	63%	-0.75	
T_1	Has access to the tools and strategies needed for success	38%	38%	0%	13%	13%	38%	38%	25%	0.63	0.71
T_2	Has access to the knowledge and information needed for success	50%	25%	13%	0%	13%	50%	25%	25%	0.75	
T_3	Has access to the data needed for success	50%	25%	13%	0%	13%	50%	25%	25%	0.75	
Stg_1	Collaboratively pursues funding	0%	25%	38%	13%	13%	0%	25%	63%	-1.00	-0.22
Stg_2	Shares expertise and joint learning	0%	50%	0%	0%	13%	0%	50%	13%	0.25	
Stg_3	Coordinates communication and delivers a consistent message	0%	38%	0%	13%	13%	0%	38%	25%	-0.13	
Stg_4	Uses common procedures and plans	0%	38%	0%	13%	13%	0%	38%	25%	-0.13	
Stg_5	Jointly measures performance	0%	38%	0%	13%	13%	0%	38%	25%	-0.13	
Stg_6	Shares transportation information and data	0%	25%	0%	13%	13%	0%	25%	25%	-0.25	
Stg_7	Shares resources	0%	25%	0%	13%	13%	0%	25%	25%	-0.25	
Stg_8	Conducts joint implementation	0%	38%	0%	13%	13%	0%	38%	25%	-0.13	
Effec_1	Is consistent in decision making	0%	25%	13%	13%	13%	0%	25%	38%	-0.50	-0.40
Effec_2	Is focused on member satisfaction	0%	25%	25%	13%	13%	0%	25%	50%	-0.75	
Effec_3	Is focused on achieving best results for the public	0%	25%	0%	13%	13%	0%	25%	25%	-0.25	
Effec_4	Is focused on achieving long-term goals	0%	38%	0%	13%	13%	0%	38%	25%	-0.13	
Effec_5	Has the support of public officials	0%	25%	13%	13%	0%	0%	25%	25%	-0.25	
Effec_6	Has set measurable goals	0%	25%	13%	13%	13%	0%	25%	38%	-0.50	
Rep_1	Is viewed favorably by partner organizations	0%	25%	13%	13%	0%	0%	25%	25%	-0.25	-0.08
Rep_2	Provides innovative solutions and services	0%	38%	13%	13%	0%	0%	38%	25%	-0.13	
Rep_3	Has excellent leadership	0%	38%	13%	13%	0%	0%	38%	25%	-0.13	
Rep_4	Has a clear vision for its future	0%	50%	13%	13%	0%	0%	50%	25%	0.00	
Rep_5	Is well managed	0%	38%	13%	13%	0%	0%	38%	25%	-0.13	
Rep_6	Is a good group to work with	0%	38%	13%	0%	0%	0%	38%	13%	0.13	
Effy_1	Is able to optimize resources	0%	50%	13%	13%	0%	0%	50%	25%	0.00	-0.29
Effy_2	Is professionally capable	0%	25%	13%	13%	0%	0%	25%	25%	-0.25	
Effy_3	Has well planned short-term goals	0%	50%	13%	13%	0%	0%	50%	25%	0.00	
Effy_4	Is focused on implementation	0%	25%	25%	0%	13%	0%	25%	38%	-0.50	
Effy_5	Delivers on time	0%	25%	25%	0%	13%	0%	25%	38%	-0.50	
Effy_6	Is responsive to changes in government policy	0%	25%	25%	0%	13%	0%	25%	38%	-0.50	

Acadiana											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	33%	44%	22%	0%	0%	33%	44%	22%	0.67	0.26
S_2	Has a long history of working together	22%	44%	22%	11%	0%	22%	44%	33%	0.22	
S_3	Accomplishes what is necessary during meetings	22%	44%	11%	22%	0%	22%	44%	33%	0.22	
S_4	Can rely on members to complete assigned tasks	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
S_5	Meets on a consistent basis	22%	22%	44%	0%	11%	22%	22%	56%	-0.44	
S_6	Operates in a formal manner	33%	22%	44%	0%	0%	33%	22%	44%	0.00	
G_1	Has clearly articulated roles and responsibilities	22%	44%	33%	0%	0%	22%	44%	33%	0.22	0.80
G_2	Has the support of regional leadership	44%	33%	22%	0%	0%	44%	33%	22%	0.78	
G_3	Seeks member agreement before decisions are made	33%	44%	22%	0%	0%	33%	44%	22%	0.67	
G_4	Works well together to implement solutions	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
G_5	Places an emphasis on building relationship	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
G_6	Has a core group of members making decisions	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
R_1	Receives significant financial support from priv...	0%	0%	56%	33%	11%	0%	0%	100%	-2.00	-0.92
R_2	Has access to the professional expertise needed ...	44%	22%	22%	11%	0%	44%	22%	33%	0.44	
R_3	Has sufficient financial resources available for its use	0%	22%	22%	33%	22%	0%	22%	78%	-1.33	
R_4	Requires a significant investment of time from m...	22%	11%	33%	33%	0%	22%	11%	67%	-0.78	
T_1	Has access to the tools and strategies needed for success	22%	33%	44%	0%	0%	22%	33%	44%	-0.11	0.41
T_2	Has access to the knowledge and information needed for success	44%	33%	22%	0%	0%	44%	33%	22%	0.78	
T_3	Has access to the data needed for success	56%	11%	33%	0%	0%	56%	11%	33%	0.56	
Stg_1	Collaboratively pursues funding	22%	22%	56%	0%	0%	22%	22%	56%	-0.44	0.38
Stg_2	Shares expertise and joint learning	22%	44%	33%	0%	0%	22%	44%	33%	0.22	
Stg_3	Coordinates communication and delivers a consistent message	22%	44%	33%	0%	0%	22%	44%	33%	0.22	
Stg_4	Uses common procedures and plans	33%	33%	33%	0%	0%	33%	33%	33%	0.33	
Stg_5	Jointly measures performance	33%	22%	22%	22%	0%	33%	22%	44%	0.00	
Stg_6	Shares transportation information and data	33%	67%	0%	0%	0%	33%	67%	0%	1.33	
Stg_7	Shares resources	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
Stg_8	Conducts joint implementation	22%	44%	22%	11%	0%	22%	44%	33%	0.22	
Effec_1	Is consistent in decision making	11%	67%	22%	0%	0%	11%	67%	22%	0.44	0.83
Effec_2	Is focused on member satisfaction	11%	33%	44%	11%	0%	11%	33%	56%	-0.56	
Effec_3	Is focused on achieving best results for the public	78%	11%	11%	0%	0%	78%	11%	11%	1.44	
Effec_4	Is focused on achieving long-term goals	67%	33%	0%	0%	0%	67%	33%	0%	1.67	
Effec_5	Has the support of public officials	56%	33%	11%	0%	0%	56%	33%	11%	1.22	
Effec_6	Has set measurable goals	44%	33%	11%	11%	0%	44%	33%	22%	0.78	
Rep_1	Is viewed favorably by partner organizations	33%	22%	44%	0%	0%	33%	22%	44%	0.00	0.43
Rep_2	Provides innovative solutions and services	33%	22%	44%	0%	0%	33%	22%	44%	0.00	
Rep_3	Has excellent leadership	33%	22%	33%	11%	0%	33%	22%	44%	0.00	
Rep_4	Has a clear vision for its future	44%	22%	33%	0%	0%	44%	22%	33%	0.44	
Rep_5	Is well managed	33%	33%	22%	11%	0%	33%	33%	33%	0.33	
Rep_6	Is a good group to work with	78%	22%	0%	0%	0%	78%	22%	0%	1.78	
Effy_1	Is able to optimize resources	11%	44%	44%	0%	0%	11%	44%	44%	-0.22	0.39
Effy_2	Is professionally capable	44%	56%	0%	0%	0%	44%	56%	0%	1.44	
Effy_3	Has well planned short-term goals	22%	56%	11%	11%	0%	22%	56%	22%	0.56	
Effy_4	Is focused on implementation	33%	56%	0%	11%	0%	33%	56%	11%	1.00	
Effy_5	Delivers on time	22%	11%	44%	22%	0%	22%	11%	67%	-0.78	
Effy_6	Is responsive to changes in government policy	33%	33%	33%	0%	0%	33%	33%	33%	0.33	

South Central											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	44%	33%	11%	11%	0%	44%	33%	22%	0.78	1.24
S_2	Has a long history of working together	56%	44%	0%	0%	0%	56%	44%	0%	1.56	
S_3	Accomplishes what is necessary during meetings	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
S_4	Can rely on members to complete assigned tasks	33%	56%	11%	0%	0%	33%	56%	11%	1.00	
S_5	Meets on a consistent basis	44%	56%	0%	0%	0%	44%	56%	0%	1.44	
S_6	Operates in a formal manner	56%	44%	0%	0%	0%	56%	44%	0%	1.56	
G_1	Has clearly articulated roles and responsibilities	33%	56%	11%	0%	0%	33%	56%	11%	1.00	1.22
G_2	Has the support of regional leadership	56%	33%	11%	0%	0%	56%	33%	11%	1.22	
G_3	Seeks member agreement before decisions are made	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
G_4	Works well together to implement solutions	44%	56%	0%	0%	0%	44%	56%	0%	1.44	
G_5	Places an emphasis on building relationship	33%	67%	0%	0%	0%	33%	67%	0%	1.33	
G_6	Has a core group of members making decisions	56%	33%	11%	0%	0%	56%	33%	11%	1.22	
R_1	Receives significant financial support from priv...	0%	33%	67%	0%	0%	0%	33%	67%	-1.00	-0.36
R_2	Has access to the professional expertise needed ...	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
R_3	Has sufficient financial resources available for its use	0%	33%	67%	0%	0%	0%	33%	67%	-1.00	
R_4	Requires a significant investment of time from m...	0%	56%	22%	22%	0%	0%	56%	44%	-0.33	
T_1	Has access to the tools and strategies needed for success	11%	44%	44%	0%	0%	11%	44%	44%	-0.22	0.48
T_2	Has access to the knowledge and information needed for success	33%	44%	22%	0%	0%	33%	44%	22%	0.67	
T_3	Has access to the data needed for success	33%	56%	11%	0%	0%	33%	56%	11%	1.00	
Stg_1	Collaboratively pursues funding	11%	56%	33%	0%	0%	11%	56%	33%	0.11	0.69
Stg_2	Shares expertise and joint learning	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
Stg_3	Coordinates communication and delivers a consistent message	22%	78%	0%	0%	0%	22%	78%	0%	1.22	
Stg_4	Uses common procedures and plans	22%	56%	22%	0%	0%	22%	56%	22%	0.56	
Stg_5	Jointly measures performance	22%	56%	22%	0%	0%	22%	56%	22%	0.56	
Stg_6	Shares transportation information and data	33%	56%	11%	0%	0%	33%	56%	11%	1.00	
Stg_7	Shares resources	33%	56%	11%	0%	0%	33%	56%	11%	1.00	
Stg_8	Conducts joint implementation	22%	44%	33%	0%	0%	22%	44%	33%	0.22	
Effec_1	Is consistent in decision making	22%	78%	0%	0%	0%	22%	78%	0%	1.22	1.06
Effec_2	Is focused on member satisfaction	22%	56%	22%	0%	0%	22%	56%	22%	0.56	
Effec_3	Is focused on achieving best results for the public	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
Effec_4	Is focused on achieving long-term goals	56%	44%	0%	0%	0%	56%	44%	0%	1.56	
Effec_5	Has the support of public officials	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
Effec_6	Has set measurable goals	33%	56%	11%	0%	0%	33%	56%	11%	1.00	
Rep_1	Is viewed favorably by partner organizations	44%	44%	11%	0%	0%	44%	44%	11%	1.11	1.19
Rep_2	Provides innovative solutions and services	33%	44%	22%	0%	0%	33%	44%	22%	0.67	
Rep_3	Has excellent leadership	44%	56%	0%	0%	0%	44%	56%	0%	1.44	
Rep_4	Has a clear vision for its future	33%	67%	0%	0%	0%	33%	67%	0%	1.33	
Rep_5	Is well managed	44%	56%	0%	0%	0%	44%	56%	0%	1.44	
Rep_6	Is a good group to work with	44%	44%	11%	0%	0%	44%	44%	11%	1.11	
Effy_1	Is able to optimize resources	22%	56%	22%	0%	0%	22%	56%	22%	0.56	1.04
Effy_2	Is professionally capable	33%	67%	0%	0%	0%	33%	67%	0%	1.33	
Effy_3	Has well planned short-term goals	22%	78%	0%	0%	0%	22%	78%	0%	1.22	
Effy_4	Is focused on implementation	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
Effy_5	Delivers on time	22%	67%	11%	0%	0%	22%	67%	11%	0.89	
Effy_6	Is responsive to changes in government policy	33%	67%	0%	0%	0%	33%	67%	0%	1.33	

Central											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	42%	42%	17%	0%	0%	42%	42%	17%	0.92	0.65
S_2	Has a long history of working together	33%	42%	25%	0%	0%	33%	42%	25%	0.58	
S_3	Accomplishes what is necessary during meetings	25%	50%	25%	0%	0%	25%	50%	25%	0.50	
S_4	Can rely on members to complete assigned tasks	17%	67%	17%	0%	0%	17%	67%	17%	0.67	
S_5	Meets on a consistent basis	33%	33%	25%	8%	0%	33%	33%	33%	0.33	
S_6	Operates in a formal manner	42%	42%	17%	0%	0%	42%	42%	17%	0.92	
G_1	Has clearly articulated roles and responsibilities	25%	58%	17%	0%	0%	25%	58%	17%	0.75	0.72
G_2	Has the support of regional leadership	33%	58%	8%	0%	0%	33%	58%	8%	1.08	
G_3	Seeks member agreement before decisions are made	25%	58%	17%	0%	0%	25%	58%	17%	0.75	
G_4	Works well together to implement solutions	25%	58%	17%	0%	0%	25%	58%	17%	0.75	
G_5	Places an emphasis on building relationship	25%	58%	17%	0%	0%	25%	58%	17%	0.75	
G_6	Has a core group of members making decisions	25%	42%	25%	8%	0%	25%	42%	33%	0.25	
R_1	Receives significant financial support from priv...	8%	0%	75%	17%	0%	8%	0%	92%	-1.67	-0.65
R_2	Has access to the professional expertise needed ...	33%	58%	8%	0%	0%	33%	58%	8%	1.08	
R_3	Has sufficient financial resources available for its use	17%	17%	50%	17%	0%	17%	17%	67%	-0.83	
R_4	Requires a significant investment of time from m...	8%	17%	50%	25%	0%	8%	17%	75%	-1.17	
T_1	Has access to the tools and strategies needed for success	42%	42%	17%	0%	0%	42%	42%	17%	0.92	1.08
T_2	Has access to the knowledge and information needed for success	58%	33%	8%	0%	0%	58%	33%	8%	1.33	
T_3	Has access to the data needed for success	50%	33%	8%	8%	0%	50%	33%	17%	1.00	
Stg_1	Collaboratively pursues funding	33%	25%	42%	0%	0%	33%	25%	42%	0.08	1.00
Stg_2	Shares expertise and joint learning	50%	42%	8%	0%	0%	50%	42%	8%	1.25	
Stg_3	Coordinates communication and delivers a consistent message	42%	50%	8%	0%	0%	42%	50%	8%	1.17	
Stg_4	Uses common procedures and plans	42%	42%	17%	0%	0%	42%	42%	17%	0.92	
Stg_5	Jointly measures performance	42%	33%	25%	0%	0%	42%	33%	25%	0.67	
Stg_6	Shares transportation information and data	75%	17%	8%	0%	0%	75%	17%	8%	1.50	
Stg_7	Shares resources	67%	17%	17%	0%	0%	67%	17%	17%	1.17	
Stg_8	Conducts joint implementation	50%	42%	8%	0%	0%	50%	42%	8%	1.25	
Effec_1	Is consistent in decision making	42%	25%	33%	0%	0%	42%	25%	33%	0.42	0.63
Effec_2	Is focused on member satisfaction	33%	25%	33%	8%	0%	33%	25%	42%	0.08	
Effec_3	Is focused on achieving best results for the public	58%	25%	17%	0%	0%	58%	25%	17%	1.08	
Effec_4	Is focused on achieving long-term goals	58%	25%	17%	0%	0%	58%	25%	17%	1.08	
Effec_5	Has the support of public officials	42%	25%	33%	0%	0%	42%	25%	33%	0.42	
Effec_6	Has set measurable goals	42%	33%	25%	0%	0%	42%	33%	25%	0.67	
Rep_1	Is viewed favorably by partner organizations	42%	25%	33%	0%	0%	42%	25%	33%	0.42	0.93
Rep_2	Provides innovative solutions and services	33%	42%	25%	0%	0%	33%	42%	25%	0.58	
Rep_3	Has excellent leadership	58%	25%	17%	0%	0%	58%	25%	17%	1.08	
Rep_4	Has a clear vision for its future	58%	25%	17%	0%	0%	58%	25%	17%	1.08	
Rep_5	Is well managed	50%	33%	17%	0%	0%	50%	33%	17%	1.00	
Rep_6	Is a good group to work with	67%	25%	8%	0%	0%	67%	25%	8%	1.42	
Effy_1	Is able to optimize resources	50%	25%	25%	0%	0%	50%	25%	25%	0.75	0.92
Effy_2	Is professionally capable	58%	33%	8%	0%	0%	58%	33%	8%	1.33	
Effy_3	Has well planned short-term goals	50%	33%	17%	0%	0%	50%	33%	17%	1.00	
Effy_4	Is focused on implementation	58%	17%	25%	0%	0%	58%	17%	25%	0.83	
Effy_5	Delivers on time	42%	33%	25%	0%	0%	42%	33%	25%	0.67	
Effy_6	Is responsive to changes in government policy	42%	42%	17%	0%	0%	42%	42%	17%	0.92	

Capital											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	29%	65%	6%	0%	0%	29%	65%	6%	1.12	0.94
S_2	Has a long history of working together	35%	29%	29%	6%	0%	35%	29%	35%	0.29	
S_3	Accomplishes what is necessary during meetings	53%	24%	24%	0%	0%	53%	24%	24%	0.82	
S_4	Can rely on members to complete assigned tasks	35%	47%	12%	6%	0%	35%	47%	18%	0.82	
S_5	Meets on a consistent basis	59%	35%	6%	0%	0%	59%	35%	6%	1.41	
S_6	Operates in a formal manner	53%	35%	12%	0%	0%	53%	35%	12%	1.18	
G_1	Has clearly articulated roles and responsibilities	41%	29%	29%	0%	0%	41%	29%	29%	0.53	0.59
G_2	Has the support of regional leadership	41%	35%	18%	6%	0%	41%	35%	24%	0.71	
G_3	Seeks member agreement before decisions are made	41%	41%	12%	6%	0%	41%	41%	18%	0.88	
G_4	Works well together to implement solutions	53%	24%	12%	12%	0%	53%	24%	24%	0.82	
G_5	Places an emphasis on building relationship	53%	18%	18%	12%	0%	53%	18%	29%	0.65	
G_6	Has a core group of members making decisions	35%	18%	47%	0%	0%	35%	18%	47%	-0.06	
R_1	Receives significant financial support from priv...	0%	0%	76%	24%	0%	0%	0%	100%	-2.00	-0.62
R_2	Has access to the professional expertise needed ...	35%	59%	6%	0%	0%	35%	59%	6%	1.18	
R_3	Has sufficient financial resources available for its use	0%	29%	59%	12%	0%	0%	29%	71%	-1.12	
R_4	Requires a significant investment of time from m...	24%	18%	41%	18%	0%	24%	18%	59%	-0.53	
T_1	Has access to the tools and strategies needed for success	29%	65%	6%	0%	0%	29%	65%	6%	1.12	0.96
T_2	Has access to the knowledge and information needed for success	41%	47%	12%	0%	0%	41%	47%	12%	1.06	
T_3	Has access to the data needed for success	41%	35%	24%	0%	0%	41%	35%	24%	0.71	
Stg_1	Collaboratively pursues funding	29%	41%	24%	6%	0%	29%	41%	29%	0.41	0.82
Stg_2	Shares expertise and joint learning	53%	29%	12%	6%	0%	53%	29%	18%	1.00	
Stg_3	Coordinates communication and delivers a consistent message	59%	18%	18%	6%	0%	59%	18%	24%	0.88	
Stg_4	Uses common procedures and plans	47%	41%	6%	6%	0%	47%	41%	12%	1.12	
Stg_5	Jointly measures performance	18%	59%	12%	12%	0%	18%	59%	24%	0.47	
Stg_6	Shares transportation information and data	47%	47%	6%	0%	0%	47%	47%	6%	1.29	
Stg_7	Shares resources	59%	18%	12%	12%	0%	59%	18%	24%	0.88	
Stg_8	Conducts joint implementation	41%	29%	24%	6%	0%	41%	29%	29%	0.53	
Effec_1	Is consistent in decision making	41%	35%	12%	12%	0%	41%	35%	24%	0.71	0.74
Effec_2	Is focused on member satisfaction	24%	29%	29%	12%	6%	24%	29%	47%	-0.18	
Effec_3	Is focused on achieving best results for the public	53%	29%	18%	0%	0%	53%	29%	18%	1.00	
Effec_4	Is focused on achieving long-term goals	59%	35%	6%	0%	0%	59%	35%	6%	1.41	
Effec_5	Has the support of public officials	24%	59%	18%	0%	0%	24%	59%	18%	0.71	
Effec_6	Has set measurable goals	47%	29%	24%	0%	0%	47%	29%	24%	0.76	
Rep_1	Is viewed favorably by partner organizations	29%	47%	12%	12%	0%	29%	47%	24%	0.59	0.99
Rep_2	Provides innovative solutions and services	35%	35%	6%	24%	0%	35%	35%	29%	0.47	
Rep_3	Has excellent leadership	53%	41%	6%	0%	0%	53%	41%	6%	1.35	
Rep_4	Has a clear vision for its future	53%	29%	18%	0%	0%	53%	29%	18%	1.00	
Rep_5	Is well managed	53%	35%	6%	6%	0%	53%	35%	12%	1.18	
Rep_6	Is a good group to work with	53%	41%	6%	0%	0%	53%	41%	6%	1.35	
Effy_1	Is able to optimize resources	41%	35%	24%	0%	0%	41%	35%	24%	0.71	0.66
Effy_2	Is professionally capable	53%	41%	6%	0%	0%	53%	41%	6%	1.35	
Effy_3	Has well planned short-term goals	41%	41%	18%	0%	0%	41%	41%	18%	0.88	
Effy_4	Is focused on implementation	35%	35%	29%	0%	0%	35%	35%	29%	0.47	
Effy_5	Delivers on time	35%	24%	41%	0%	0%	35%	24%	41%	0.12	
Effy_6	Is responsive to changes in government policy	47%	18%	35%	0%	0%	47%	18%	35%	0.41	

North Shore											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	50%	20%	20%	0%	10%	50%	20%	30%	0.60	0.73
S_2	Has a long history of working together	20%	50%	20%	0%	10%	20%	50%	30%	0.30	
S_3	Accomplishes what is necessary during meetings	40%	50%	0%	10%	0%	40%	50%	10%	1.10	
S_4	Can rely on members to complete assigned tasks	40%	30%	20%	10%	0%	40%	30%	30%	0.50	
S_5	Meets on a consistent basis	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
S_6	Operates in a formal manner	40%	40%	10%	10%	0%	40%	40%	20%	0.80	
G_1	Has clearly articulated roles and responsibilities	20%	50%	20%	0%	10%	20%	50%	30%	0.30	0.72
G_2	Has the support of regional leadership	50%	30%	10%	0%	10%	50%	30%	20%	0.90	
G_3	Seeks member agreement before decisions are made	30%	60%	0%	0%	10%	30%	60%	10%	1.00	
G_4	Works well together to implement solutions	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
G_5	Places an emphasis on building relationship	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
G_6	Has a core group of members making decisions	10%	50%	30%	10%	0%	10%	50%	40%	-0.10	
R_1	Receives significant financial support from priv...	20%	30%	50%	0%	0%	20%	30%	50%	-0.30	-0.18
R_2	Has access to the professional expertise needed ...	30%	60%	0%	0%	10%	30%	60%	10%	1.00	
R_3	Has sufficient financial resources available for its use	10%	30%	50%	10%	0%	10%	30%	60%	-0.70	
R_4	Requires a significant investment of time from m...	10%	30%	30%	20%	10%	10%	30%	60%	-0.70	
T_1	Has access to the tools and strategies needed for success	50%	40%	0%	10%	0%	50%	40%	10%	1.20	1.20
T_2	Has access to the knowledge and information needed for success	50%	40%	0%	10%	0%	50%	40%	10%	1.20	
T_3	Has access to the data needed for success	50%	40%	0%	10%	0%	50%	40%	10%	1.20	
Stg_1	Collaboratively pursues funding	20%	60%	10%	10%	0%	20%	60%	20%	0.60	1.11
Stg_2	Shares expertise and joint learning	50%	40%	0%	0%	10%	50%	40%	10%	1.20	
Stg_3	Coordinates communication and delivers a consistent message	70%	20%	0%	0%	10%	70%	20%	10%	1.40	
Stg_4	Uses common procedures and plans	50%	40%	0%	10%	0%	50%	40%	10%	1.20	
Stg_5	Jointly measures performance	30%	60%	0%	10%	0%	30%	60%	10%	1.00	
Stg_6	Shares transportation information and data	80%	10%	0%	0%	10%	80%	10%	10%	1.50	
Stg_7	Shares resources	50%	40%	0%	0%	10%	50%	40%	10%	1.20	
Stg_8	Conducts joint implementation	40%	40%	10%	10%	0%	40%	40%	20%	0.80	
Effec_1	Is consistent in decision making	40%	40%	10%	10%	0%	40%	40%	20%	0.80	1.03
Effec_2	Is focused on member satisfaction	30%	50%	10%	0%	10%	30%	50%	20%	0.70	
Effec_3	Is focused on achieving best results for the public	80%	10%	0%	0%	10%	80%	10%	10%	1.50	
Effec_4	Is focused on achieving long-term goals	80%	10%	0%	0%	10%	80%	10%	10%	1.50	
Effec_5	Has the support of public officials	50%	20%	20%	10%	0%	50%	20%	30%	0.60	
Effec_6	Has set measurable goals	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
Rep_1	Is viewed favorably by partner organizations	40%	50%	0%	10%	0%	40%	50%	10%	1.10	1.07
Rep_2	Provides innovative solutions and services	40%	50%	0%	10%	0%	40%	50%	10%	1.10	
Rep_3	Has excellent leadership	50%	40%	0%	0%	10%	50%	40%	10%	1.20	
Rep_4	Has a clear vision for its future	40%	40%	10%	0%	10%	40%	40%	20%	0.80	
Rep_5	Is well managed	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
Rep_6	Is a good group to work with	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
Effy_1	Is able to optimize resources	40%	50%	0%	10%	0%	40%	50%	10%	1.10	1.00
Effy_2	Is professionally capable	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
Effy_3	Has well planned short-term goals	20%	70%	0%	10%	0%	20%	70%	10%	0.90	
Effy_4	Is focused on implementation	40%	50%	0%	0%	10%	40%	50%	10%	1.10	
Effy_5	Delivers on time	30%	60%	0%	0%	10%	30%	60%	10%	1.00	
Effy_6	Is responsive to changes in government policy	40%	40%	10%	0%	10%	40%	40%	20%	0.80	

Southwest											
Question	Desctiption	SA	A	N	D	SD	H	M	L	Top 3	Average
S_1	Relies on the coordinator	50%	30%	10%	0%	0%	50%	30%	10%	1.10	-0.03
S_2	Has a long history of working together	10%	30%	50%	0%	0%	10%	30%	50%	-0.50	
S_3	Accomplishes what is necessary during meetings	10%	20%	50%	10%	0%	10%	20%	60%	-0.80	
S_4	Can rely on members to complete assigned tasks	10%	70%	10%	0%	0%	10%	70%	10%	0.70	
S_5	Meets on a consistent basis	10%	30%	40%	10%	0%	10%	30%	50%	-0.50	
S_6	Operates in a formal manner	10%	40%	30%	10%	0%	10%	40%	40%	-0.20	
G_1	Has clearly articulated roles and responsibilities	10%	30%	40%	10%	0%	10%	30%	50%	-0.50	-0.03
G_2	Has the support of regional leadership	10%	30%	30%	20%	0%	10%	30%	50%	-0.50	
G_3	Seeks member agreement before decisions are made	30%	30%	20%	10%	0%	30%	30%	30%	0.30	
G_4	Works well together to implement solutions	20%	30%	40%	0%	0%	20%	30%	40%	-0.10	
G_5	Places an emphasis on building relationship	40%	20%	30%	0%	0%	40%	20%	30%	0.40	
G_6	Has a core group of members making decisions	20%	40%	30%	0%	0%	20%	40%	30%	0.20	
R_1	Receives significant financial support from priv...	0%	0%	50%	20%	20%	0%	0%	90%	-1.80	-1.03
R_2	Has access to the professional expertise needed ...	10%	50%	30%	0%	0%	10%	50%	30%	0.10	
R_3	Has sufficient financial resources available for its use	0%	10%	50%	20%	10%	0%	10%	80%	-1.50	
R_4	Requires a significant investment of time from m...	0%	30%	60%	0%	0%	0%	30%	60%	-0.90	
T_1	Has access to the tools and strategies needed for success	0%	50%	40%	0%	0%	0%	50%	40%	-0.30	0.40
T_2	Has access to the knowledge and information needed for success	20%	60%	10%	0%	0%	20%	60%	10%	0.80	
T_3	Has access to the data needed for success	10%	70%	10%	0%	0%	10%	70%	10%	0.70	
Stg_1	Collaboratively pursues funding	0%	0%	70%	20%	0%	0%	0%	90%	-1.80	-0.34
Stg_2	Shares expertise and joint learning	0%	50%	30%	10%	0%	0%	50%	40%	-0.30	
Stg_3	Coordinates communication and delivers a consistent message	0%	50%	40%	0%	0%	0%	50%	40%	-0.30	
Stg_4	Uses common procedures and plans	0%	60%	20%	10%	0%	0%	60%	30%	0.00	
Stg_5	Jointly measures performance	0%	30%	30%	30%	0%	0%	30%	60%	-0.90	
Stg_6	Shares transportation information and data	20%	50%	10%	10%	0%	20%	50%	20%	0.50	
Stg_7	Shares resources	10%	50%	30%	0%	0%	10%	50%	30%	0.10	
Stg_8	Conducts joint implementation	0%	60%	30%	0%	0%	0%	60%	30%	0.00	
Effec_1	Is consistent in decision making	0%	30%	50%	10%	0%	0%	30%	60%	-0.90	-0.23
Effec_2	Is focused on member satisfaction	0%	30%	40%	20%	0%	0%	30%	60%	-0.90	
Effec_3	Is focused on achieving best results for the public	20%	50%	20%	0%	0%	20%	50%	20%	0.50	
Effec_4	Is focused on achieving long-term goals	30%	40%	10%	10%	0%	30%	40%	20%	0.60	
Effec_5	Has the support of public officials	10%	20%	40%	20%	0%	10%	20%	60%	-0.80	
Effec_6	Has set measurable goals	10%	50%	10%	20%	0%	10%	50%	30%	0.10	
Rep_1	Is viewed favorably by partner organizations	0%	50%	30%	10%	0%	0%	50%	40%	-0.30	-0.28
Rep_2	Provides innovative solutions and services	0%	40%	30%	20%	0%	0%	40%	50%	-0.60	
Rep_3	Has excellent leadership	20%	20%	40%	10%	0%	20%	20%	50%	-0.40	
Rep_4	Has a clear vision for its future	10%	30%	50%	0%	0%	10%	30%	50%	-0.50	
Rep_5	Is well managed	20%	20%	30%	20%	0%	20%	20%	50%	-0.40	
Rep_6	Is a good group to work with	20%	50%	20%	0%	0%	20%	50%	20%	0.50	
Effy_1	Is able to optimize resources	0%	30%	50%	10%	0%	0%	30%	60%	-0.90	-0.52
Effy_2	Is professionally capable	30%	30%	30%	0%	0%	30%	30%	30%	0.30	
Effy_3	Has well planned short-term goals	10%	40%	30%	10%	0%	10%	40%	40%	-0.20	
Effy_4	Is focused on implementation	10%	20%	40%	20%	0%	10%	20%	60%	-0.80	
Effy_5	Delivers on time	0%	30%	40%	20%	0%	0%	30%	60%	-0.90	
Effy_6	Is responsive to changes in government policy	0%	40%	40%	10%	0%	0%	40%	50%	-0.60	

A.7 Building Block Typology Tiers

A.7.1 HHH Typology

Tier 1							Tier 2							Tier 3							
			South Central	North Shore	Northwest	Sum					South Central	North Shore	Northwest	Sum				South Central	North Shore	Northwest	Sum	TOTAL
Structure	S_1	Relies on the coordinator				0	Structure	S_1	Relies on the coordinator				0	Structure	S_1	Relies on the coordinator			x		1	1
	S_2	Has a long history of working together	x			1		S_2	Has a long history of working together				0		S_2	Has a long history of working together					0	1
	S_3	Accomplishes what is necessary during meetings		x		1		S_3	Accomplishes what is necessary during meetings			x	1		S_3	Accomplishes what is necessary during meetings	x				1	3
	S_4	Can rely on members to complete assigned tasks				0		S_4	Can rely on members to complete assigned tasks				0		S_4	Can rely on members to complete assigned tasks				x	1	1
	S_5	Meets on a consistent basis		x	x	2		S_5	Meets on a consistent basis	x			1		S_5	Meets on a consistent basis					0	3
	S_6	Operates in a formal manner	x			1		S_6	Operates in a formal manner		x		1		S_6	Operates in a formal manner					0	2
Governance	G_1	Has clearly articulated roles and responsibilities				0	Governance	G_1	Has clearly articulated roles and responsibilities				0	Governance	G_1	Has clearly articulated roles and responsibilities				x	1	1
	G_2	Has the support of regional leadership				0		G_2	Has the support of regional leadership			x	1		G_2	Has the support of regional leadership	x	x			2	3
	G_3	Seeks member agreement before decisions are made				0		G_3	Seeks member agreement before decisions are made		x		1		G_3	Seeks member agreement before decisions are made					0	1
	G_4	Works well together to implement solutions	x	x		2		G_4	Works well together to implement solutions			x	1		G_4	Works well together to implement solutions					0	3
	G_5	Places an emphasis on building relationship		x	x	2		G_5	Places an emphasis on building relationship	x			1		G_5	Places an emphasis on building relationship					0	3
	G_6	Has a core group of members making decisions				0		G_6	Has a core group of members making decisions				0		G_6	Has a core group of members making decisions	x				1	1
Tools	T_1	Has access to the tools and strategies needed for success		x	x	2	Tools	T_1	Has access to the tools and strategies needed for success		x		1	Tools	T_1	Has access to the tools and strategies needed for success		x			1	4
	T_2	Has access to the knowledge and information needed for success		x		1		T_2	Has access to the knowledge and information needed for success	x	x	x	3		T_2	Has access to the knowledge and information needed for success		x			1	5
	T_3	Has access to the data needed for success	x	x		2		T_3	Has access to the data needed for success		x		1		T_3	Has access to the data needed for success		x	x		2	5
Strategies	Stg_1	Collaboratively pursues funding				0	Strategies	Stg_1	Collaboratively pursues funding				0	Strategies	Stg_1	Collaboratively pursues funding					0	0
	Stg_2	Shares expertise and joint learning				0		Stg_2	Shares expertise and joint learning			x	1		Stg_2	Shares expertise and joint learning	x	x			2	3
	Stg_3	Coordinates communication and delivers a consistent message	x		x	2		Stg_3	Coordinates communication and delivers a consistent message		x		1		Stg_3	Coordinates communication and delivers a consistent message					0	3
	Stg_4	Uses common procedures and plans				0		Stg_4	Uses common procedures and plans				0		Stg_4	Uses common procedures and plans		x	x		2	2
	Stg_5	Jointly measures performance				0		Stg_5	Jointly measures performance				0		Stg_5	Jointly measures performance					0	0
	Stg_6	Shares transportation information and data		x		1		Stg_6	Shares transportation information and data	x			1		Stg_6	Shares transportation information and data					0	2
	Stg_7	Shares resources				0		Stg_7	Shares resources	x			1		Stg_7	Shares resources		x			1	2
	Stg_8	Conducts joint implementation				0		Stg_8	Conducts joint implementation				0		Stg_8	Conducts joint implementation					0	0
Effectiveness	Effec_1	Is consistent in decision making				0	Effectiveness	Effec_1	Is consistent in decision making	x			1	Effectiveness	Effec_1	Is consistent in decision making		x	x		2	3
	Effec_2	Is focused on member satisfaction				0		Effec_2	Is focused on member satisfaction				0		Effec_2	Is focused on member satisfaction					0	0
	Effec_3	Is focused on achieving best results for the public		x	x	2		Effec_3	Is focused on achieving best results for the public				0		Effec_3	Is focused on achieving best results for the public	x				1	3
	Effec_4	Is focused on achieving long-term goals	x	x	x	3		Effec_4	Is focused on achieving long-term goals				0		Effec_4	Is focused on achieving long-term goals					0	3
	Effec_5	Has the support of public officials				0		Effec_5	Has the support of public officials				0		Effec_5	Has the support of public officials					0	0
	Effec_6	Has set measurable goals				0		Effec_6	Has set measurable goals		x	x	2		Effec_6	Has set measurable goals					0	2
Reputation	Rep_1	Is viewed favorably by partner organizations				0	Reputation	Rep_1	Is viewed favorably by partner organizations		x		1	Reputation	Rep_1	Is viewed favorably by partner organizations	x				1	2
	Rep_2	Provides innovative solutions and services				0		Rep_2	Provides innovative solutions and services		x		1		Rep_2	Provides innovative solutions and services				x	1	2
	Rep_3	Has excellent leadership	x	x		2		Rep_3	Has excellent leadership			x	1		Rep_3	Has excellent leadership					0	3
	Rep_4	Has a clear vision for its future				0		Rep_4	Has a clear vision for its future	x			1		Rep_4	Has a clear vision for its future		x			1	2
	Rep_5	Is well managed	x			1		Rep_5	Is well managed		x		1		Rep_5	Is well managed					0	2
	Rep_6	Is a good group to work with			x	1		Rep_6	Is a good group to work with		x		1		Rep_6	Is a good group to work with	x				1	3
Efficiency	Effy_1	Is able to optimize resources		x		1	Efficiency	Effy_1	Is able to optimize resources				0	Efficiency	Effy_1	Is able to optimize resources					0	1
	Effy_2	Is professionally capable	x	x	x	3		Effy_2	Is professionally capable				0		Effy_2	Is professionally capable					0	3
	Effy_3	Has well planned short-term goals				0		Effy_3	Has well planned short-term goals	x	x		2		Effy_3	Has well planned short-term goals		x	x		2	4
	Effy_4	Is focused on implementation		x		1		Effy_4	Is focused on implementation			x	1		Effy_4	Is focused on implementation	x				1	3
	Effy_5	Delivers on time				0		Effy_5	Delivers on time				0		Effy_5	Delivers on time	x		x		2	2
	Effy_6	Is responsive to changes in government policy	x			1		Effy_6	Is responsive to changes in government policy				0		Effy_6	Is responsive to changes in government policy					0	1

A.7.2 MMH/MHM Typology

Tier 1						Tier 2						Tier 3						
			Central	Capital	Sum				Central	Capital	Sum				Central	Capital	Sum	TOTAL
Structure	S_1	Relies on the coordinator	x		1	Structure	S_1	Relies on the coordinator			0	Structure	S_1	Relies on the coordinator		x	1	2
	S_2	Has a long history of working together			0		S_2	Has a long history of working together			0		S_2	Has a long history of working together	x		1	1
	S_3	Accomplishes what is necessary during meetings			0		S_3	Accomplishes what is necessary during meetings			0		S_3	Accomplishes what is necessary during meetings			0	0
	S_4	Can rely on members to complete assigned tasks			0		S_4	Can rely on members to complete assigned tasks	x		1		S_4	Can rely on members to complete assigned tasks			0	1
	S_5	Meets on a consistent basis		x	1		S_5	Meets on a consistent basis			0		S_5	Meets on a consistent basis			0	1
	S_6	Operates in a formal manner	x		1		S_6	Operates in a formal manner		x	1		S_6	Operates in a formal manner			0	2
Governance	G_1	Has clearly articulated roles and responsibilities			0	Governance	G_1	Has clearly articulated roles and responsibilities	x		1	Governance	G_1	Has clearly articulated roles and responsibilities			0	1
	G_2	Has the support of regional leadership	x		1		G_2	Has the support of regional leadership			0		G_2	Has the support of regional leadership		x	1	2
	G_3	Seeks member agreement before decisions are made		x	1		G_3	Seeks member agreement before decisions are made	x		1		G_3	Seeks member agreement before decisions are made			0	2
	G_4	Works well together to implement solutions			0		G_4	Works well together to implement solutions	x	x	2		G_4	Works well together to implement solutions			0	2
	G_5	Places an emphasis on building relationship			0		G_5	Places an emphasis on building relationship	x		1		G_5	Places an emphasis on building relationship			0	1
	G_6	Has a core group of members making decisions			0		G_6	Has a core group of members making decisions			0		G_6	Has a core group of members making decisions			0	0
Tools	T_1	Has access to the tools and strategies needed for success		x	1	Tools	T_1	Has access to the tools and strategies needed for success			0	Tools	T_1	Has access to the tools and strategies needed for success	x		1	2
	T_2	Has access to the knowledge and information needed for success	x		1		T_2	Has access to the knowledge and information needed for success		x	1		T_2	Has access to the knowledge and information needed for success			0	2
	T_3	Has access to the data needed for success			0		T_3	Has access to the data needed for success	x		1		T_3	Has access to the data needed for success		x	1	2
Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	0
	Stg_2	Shares expertise and joint learning			0		Stg_2	Shares expertise and joint learning	x		1		Stg_2	Shares expertise and joint learning	x	x	2	3
	Stg_3	Coordinates communication and delivers a consistent message			0		Stg_3	Coordinates communication and delivers a consistent message			0		Stg_3	Coordinates communication and delivers a consistent message			0	0
	Stg_4	Uses common procedures and plans			0		Stg_4	Uses common procedures and plans		x	1		Stg_4	Uses common procedures and plans			0	1
	Stg_5	Jointly measures performance			0		Stg_5	Jointly measures performance			0		Stg_5	Jointly measures performance			0	0
	Stg_6	Shares transportation information and data	x	x	2		Stg_6	Shares transportation information and data			0		Stg_6	Shares transportation information and data			0	2
	Stg_7	Shares resources			0		Stg_7	Shares resources			0		Stg_7	Shares resources	x		1	1
	Stg_8	Conducts joint implementation			0		Stg_8	Conducts joint implementation	x		1		Stg_8	Conducts joint implementation			0	1
Effectiveness	Effec_1	Is consistent in decision making			0	Effectiveness	Effec_1	Is consistent in decision making			0	Effectiveness	Effec_1	Is consistent in decision making	x		1	1
	Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0	0
	Effec_3	Is focused on achieving best results for the public	x		1		Effec_3	Is focused on achieving best results for the public		x	1		Effec_3	Is focused on achieving best results for the public			0	2
	Effec_4	Is focused on achieving long-term goals	x	x	2		Effec_4	Is focused on achieving long-term goals			0		Effec_4	Is focused on achieving long-term goals			0	2
	Effec_5	Has the support of public officials			0		Effec_5	Has the support of public officials			0		Effec_5	Has the support of public officials	x		1	1
	Effec_6	Has set measurable goals			0		Effec_6	Has set measurable goals	x		1		Effec_6	Has set measurable goals		x	1	2
Reputation	Rep_1	Is viewed favorably by partner organizations			0	Reputation	Rep_1	Is viewed favorably by partner organizations			0	Reputation	Rep_1	Is viewed favorably by partner organizations			0	0
	Rep_2	Provides innovative solutions and services			0		Rep_2	Provides innovative solutions and services			0		Rep_2	Provides innovative solutions and services			0	0
	Rep_3	Has excellent leadership		x	1		Rep_3	Has excellent leadership	x		1		Rep_3	Has excellent leadership			0	2
	Rep_4	Has a clear vision for its future			0		Rep_4	Has a clear vision for its future	x	x	2		Rep_4	Has a clear vision for its future			0	2
	Rep_5	Is well managed			0		Rep_5	Is well managed			0		Rep_5	Is well managed	x	x	2	2
	Rep_6	Is a good group to work with	x	x	2		Rep_6	Is a good group to work with			0		Rep_6	Is a good group to work with			0	2
Efficiency	Effy_1	Is able to optimize resources			0	Efficiency	Effy_1	Is able to optimize resources			0	Efficiency	Effy_1	Is able to optimize resources		x	1	1
	Effy_2	Is professionally capable	x	x	2		Effy_2	Is professionally capable			0		Effy_2	Is professionally capable			0	2
	Effy_3	Has well planned short-term goals			0		Effy_3	Has well planned short-term goals	x	x	2		Effy_3	Has well planned short-term goals			0	2
	Effy_4	Is focused on implementation			0		Effy_4	Is focused on implementation			0		Effy_4	Is focused on implementation			0	0
	Effy_5	Delivers on time			0		Effy_5	Delivers on time			0		Effy_5	Delivers on time			0	0
	Effy_6	Is responsive to changes in government policy			0		Effy_6	Is responsive to changes in government policy			0		Effy_6	Is responsive to changes in government policy	x		1	1

A.7.3 MLL Typology

Tier 1						Tier 2						Tier 3						
			Acadiana	New Orleans	Sum				Acadiana	New Orleans	Sum				Acadiana	New Orleans	Sum	TOTAL
Structure	S_1	Relies on the coordinator			0	Structure	S_1	Relies on the coordinator	x		1	Structure	S_1	Relies on the coordinator		x	1	2
	S_2	Has a long history of working together			0		S_2	Has a long history of working together			0		S_2	Has a long history of working together	x		1	1
	S_3	Accomplishes what is necessary during meetings			0		S_3	Accomplishes what is necessary during meetings			0		S_3	Accomplishes what is necessary during meetings	x		1	1
	S_4	Can rely on members to complete assigned tasks	x		1		S_4	Can rely on members to complete assigned tasks			0		S_4	Can rely on members to complete assigned tasks			0	1
	S_5	Meets on a consistent basis		x	1		S_5	Meets on a consistent basis			0		S_5	Meets on a consistent basis			0	1
	S_6	Operates in a formal manner			0		S_6	Operates in a formal manner		x	1		S_6	Operates in a formal manner			0	1
Governance	G_1	Has clearly articulated roles and responsibilities			0	Governance	G_1	Has clearly articulated roles and responsibilities			0	Governance	G_1	Has clearly articulated roles and responsibilities			0	0
	G_2	Has the support of regional leadership			0		G_2	Has the support of regional leadership			0		G_2	Has the support of regional leadership	x	x	2	2
	G_3	Seeks member agreement before decisions are made		x	1		G_3	Seeks member agreement before decisions are made			0		G_3	Seeks member agreement before decisions are made			0	1
	G_4	Works well together to implement solutions			0		G_4	Works well together to implement solutions	x	x	2		G_4	Works well together to implement solutions			0	2
	G_5	Places an emphasis on building relationship	x		1		G_5	Places an emphasis on building relationship		x	1		G_5	Places an emphasis on building relationship			0	2
	G_6	Has a core group of members making decisions	x	x	2		G_6	Has a core group of members making decisions			0		G_6	Has a core group of members making decisions			0	2
Tools	T_1	Has access to the tools and strategies needed for success			0	Tools	T_1	Has access to the tools and strategies needed for success		x	1	Tools	T_1	Has access to the tools and strategies needed for success			0	1
	T_2	Has access to the knowledge and information needed for success	x	x	2		T_2	Has access to the knowledge and information needed for success			0		T_2	Has access to the knowledge and information needed for success			0	2
	T_3	Has access to the data needed for success			0		T_3	Has access to the data needed for success	x	x	2		T_3	Has access to the data needed for success			0	2
Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	0
	Stg_2	Shares expertise and joint learning			0		Stg_2	Shares expertise and joint learning			0		Stg_2	Shares expertise and joint learning			0	0
	Stg_3	Coordinates communication and delivers a consistent message			0		Stg_3	Coordinates communication and delivers a consistent message			0		Stg_3	Coordinates communication and delivers a consistent message		x	1	1
	Stg_4	Uses common procedures and plans		x	1		Stg_4	Uses common procedures and plans			0		Stg_4	Uses common procedures and plans	x		1	2
	Stg_5	Jointly measures performance			0		Stg_5	Jointly measures performance			0		Stg_5	Jointly measures performance			0	0
	Stg_6	Shares transportation information and data	x	x	2		Stg_6	Shares transportation information and data			0		Stg_6	Shares transportation information and data			0	2
	Stg_7	Shares resources			0		Stg_7	Shares resources	x	x	2		Stg_7	Shares resources			0	2
	Stg_8	Conducts joint implementation			0		Stg_8	Conducts joint implementation			0		Stg_8	Conducts joint implementation			0	0
Effectiveness	Effec_1	Is consistent in decision making			0	Effectiveness	Effec_1	Is consistent in decision making			0	Effectiveness	Effec_1	Is consistent in decision making			0	0
	Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0	0
	Effec_3	Is focused on achieving best results for the public		x	1		Effec_3	Is focused on achieving best results for the public	x		1		Effec_3	Is focused on achieving best results for the public			0	2
	Effec_4	Is focused on achieving long-term goals	x		1		Effec_4	Is focused on achieving long-term goals		x	1		Effec_4	Is focused on achieving long-term goals			0	2
	Effec_5	Has the support of public officials			0		Effec_5	Has the support of public officials			0		Effec_5	Has the support of public officials	x		1	1
	Effec_6	Has set measurable goals			0		Effec_6	Has set measurable goals			0		Effec_6	Has set measurable goals		x	1	1
Reputation	Rep_1	Is viewed favorably by partner organizations			0	Reputation	Rep_1	Is viewed favorably by partner organizations			0	Reputation	Rep_1	Is viewed favorably by partner organizations			0	0
	Rep_2	Provides innovative solutions and services			0		Rep_2	Provides innovative solutions and services			0		Rep_2	Provides innovative solutions and services			0	0
	Rep_3	Has excellent leadership			0		Rep_3	Has excellent leadership			0		Rep_3	Has excellent leadership		x	1	1
	Rep_4	Has a clear vision for its future			0		Rep_4	Has a clear vision for its future	x		1		Rep_4	Has a clear vision for its future			0	1
	Rep_5	Is well managed			0		Rep_5	Is well managed		x	1		Rep_5	Is well managed	x		1	2
	Rep_6	Is a good group to work with	x	x	2		Rep_6	Is a good group to work with			0		Rep_6	Is a good group to work with			0	2
Efficiency	Effy_1	Is able to optimize resources			0	Efficiency	Effy_1	Is able to optimize resources			0	Efficiency	Effy_1	Is able to optimize resources			0	0
	Effy_2	Is professionally capable	x	x	2		Effy_2	Is professionally capable			0		Effy_2	Is professionally capable			0	2
	Effy_3	Has well planned short-term goals			0		Effy_3	Has well planned short-term goals			0		Effy_3	Has well planned short-term goals	x		1	1
	Effy_4	Is focused on implementation			0		Effy_4	Is focused on implementation	x		1		Effy_4	Is focused on implementation			0	1
	Effy_5	Delivers on time			0		Effy_5	Delivers on time			0		Effy_5	Delivers on time			0	0
	Effy_6	Is responsive to changes in government policy			0		Effy_6	Is responsive to changes in government policy			0		Effy_6	Is responsive to changes in government policy			0	0

A.7.4 LLL Typology

Tier 1						Tier 2						Tier 3						
			Northeast	Southwest	Sum				Northeast	Southwest	Sum				Northeast	Southwest	Sum	TOTAL
Structure	S_1	Relies on the coordinator		1	1	Structure	S_1	Relies on the coordinator	2		1	Structure	S_1	Relies on the coordinator			0	2
	S_2	Has a long history of working together			0		S_2	Has a long history of working together	2		1		S_2	Has a long history of working together			0	1
	S_3	Accomplishes what is necessary during meetings			0		S_3	Accomplishes what is necessary during meetings	2		1		S_3	Accomplishes what is necessary during meetings			0	1
	S_4	Can rely on members to complete assigned tasks		2	1		S_4	Can rely on members to complete assigned tasks	2	2	2		S_4	Can rely on members to complete assigned tasks			0	3
	S_5	Meets on a consistent basis	1		1		S_5	Meets on a consistent basis			0		S_5	Meets on a consistent basis			0	1
	S_6	Operates in a formal manner			0		S_6	Operates in a formal manner	2	3	2		S_6	Operates in a formal manner	2	3	2	4
Governance	G_1	Has clearly articulated roles and responsibilities	2		1	Governance	G_1	Has clearly articulated roles and responsibilities			0	Governance	G_1	Has clearly articulated roles and responsibilities			0	1
	G_2	Has the support of regional leadership			0		G_2	Has the support of regional leadership			0		G_2	Has the support of regional leadership			0	0
	G_3	Seeks member agreement before decisions are made		2	1		G_3	Seeks member agreement before decisions are made	3	2	2		G_3	Seeks member agreement before decisions are made	3	2	2	5
	G_4	Works well together to implement solutions			0		G_4	Works well together to implement solutions			0		G_4	Works well together to implement solutions			0	0
	G_5	Places an emphasis on building relationship	1	1	2		G_5	Places an emphasis on building relationship	2		1		G_5	Places an emphasis on building relationship			0	3
	G_6	Has a core group of members making decisions			0		G_6	Has a core group of members making decisions		3	1		G_6	Has a core group of members making decisions		3	1	2
Tools	T_1	Has access to the tools and strategies needed for success	2		1	Tools	T_1	Has access to the tools and strategies needed for success	3		1	Tools	T_1	Has access to the tools and strategies needed for success		3	1	3
	T_2	Has access to the knowledge and information needed for success	1	1	2		T_2	Has access to the knowledge and information needed for success	2		1		T_2	Has access to the knowledge and information needed for success			0	3
	T_3	Has access to the data needed for success	1	2	2		T_3	Has access to the data needed for success	2	2	2		T_3	Has access to the data needed for success			0	4
Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	Strategies	Stg_1	Collaboratively pursues funding			0	0
	Stg_2	Shares expertise and joint learning	1		1		Stg_2	Shares expertise and joint learning			0		Stg_2	Shares expertise and joint learning			0	1
	Stg_3	Coordinates communication and delivers a consistent message	2		1		Stg_3	Coordinates communication and delivers a consistent message	2		1		Stg_3	Coordinates communication and delivers a consistent message			0	2
	Stg_4	Uses common procedures and plans	2	2	2		Stg_4	Uses common procedures and plans	2	3	2		Stg_4	Uses common procedures and plans		3	1	5
	Stg_5	Jointly measures performance	2		1		Stg_5	Jointly measures performance	2		1		Stg_5	Jointly measures performance			0	2
	Stg_6	Shares transportation information and data		1	1		Stg_6	Shares transportation information and data	3		1		Stg_6	Shares transportation information and data	3		1	3
	Stg_7	Shares resources			0		Stg_7	Shares resources	3	2	2		Stg_7	Shares resources	3	2	2	4
	Stg_8	Conducts joint implementation	2	2	2		Stg_8	Conducts joint implementation	2	3	2		Stg_8	Conducts joint implementation		3	1	5
Effectiveness	Effec_1	Is consistent in decision making			0	Effectiveness	Effec_1	Is consistent in decision making	3		1	Effectiveness	Effec_1	Is consistent in decision making			0	1
	Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0		Effec_2	Is focused on member satisfaction			0	0
	Effec_3	Is focused on achieving best results for the public	2	2	2		Effec_3	Is focused on achieving best results for the public	2	2	2		Effec_3	Is focused on achieving best results for the public			0	4
	Effec_4	Is focused on achieving long-term goals	1	1	2		Effec_4	Is focused on achieving long-term goals		3	1		Effec_4	Is focused on achieving long-term goals		3	1	4
	Effec_5	Has the support of public officials	2		1		Effec_5	Has the support of public officials	2		1		Effec_5	Has the support of public officials			0	2
	Effec_6	Has set measurable goals			0		Effec_6	Has set measurable goals	3		1		Effec_6	Has set measurable goals	3		1	2
Reputation	Rep_1	Is viewed favorably by partner organizations		2	1	Reputation	Rep_1	Is viewed favorably by partner organizations		2	1	Reputation	Rep_1	Is viewed favorably by partner organizations			0	2
	Rep_2	Provides innovative solutions and services			0		Rep_2	Provides innovative solutions and services	3		1		Rep_2	Provides innovative solutions and services	3		1	2
	Rep_3	Has excellent leadership			0		Rep_3	Has excellent leadership		3	1		Rep_3	Has excellent leadership		3	1	2
	Rep_4	Has a clear vision for its future	2		1		Rep_4	Has a clear vision for its future	3		1		Rep_4	Has a clear vision for its future	3		1	3
	Rep_5	Is well managed			0		Rep_5	Is well managed	3	3	2		Rep_5	Is well managed	3	3	2	4
	Rep_6	Is a good group to work with	1	1	2		Rep_6	Is a good group to work with			0		Rep_6	Is a good group to work with			0	2
Efficiency	Effy_1	Is able to optimize resources	1		1	Efficiency	Effy_1	Is able to optimize resources			0	Efficiency	Effy_1	Is able to optimize resources			0	1
	Effy_2	Is professionally capable	2	1	2		Effy_2	Is professionally capable	2		1		Effy_2	Is professionally capable			0	3
	Effy_3	Has well planned short-term goals	1	2	2		Effy_3	Has well planned short-term goals		2	1		Effy_3	Has well planned short-term goals			0	3
	Effy_4	Is focused on implementation			0		Effy_4	Is focused on implementation	3		1		Effy_4	Is focused on implementation	3		1	2
	Effy_5	Delivers on time			0		Effy_5	Delivers on time	3		1		Effy_5	Delivers on time	3		1	2
	Effy_6	Is responsive to changes in government policy			0		Effy_6	Is responsive to changes in government policy	3	3	2		Effy_6	Is responsive to changes in government policy	3	3	2	4